



## **Notice of Convocation**

*The 65th Ordinary General Meeting of Shareholders*

The following is an English translation of the Notice of Convocation of the 65th Ordinary General Meeting of Shareholders of SECOM CO., LTD. to be held on June 26, 2026, except for the translation of the INSTRUCTION ON ONLINE VOTING and the ACCESS MAP FOR THE PLACE OF THE MEETING in the Notice. The Company provides this translation for your reference and convenience only and without any warranty as to its accuracy or otherwise.

## Table of Contents

<b>Notice of Convocation of The 65th Ordinary General Meeting of Shareholders</b> .....	<b>3</b>
<b>Reference Document Concerning the General Meeting of Shareholders</b> .....	<b>8</b>
<b>Business Report</b> .....	<b>28</b>
<b>Consolidated Financial Statements</b> .....	<b>54</b>
<b>Non-Consolidated Financial Statements</b> .....	<b>56</b>
<b>Auditors' Reports</b> .....	<b>58</b>

(Notes)

- This Table of Contents is for this abridged English translation only, and not the same as that in the original Japanese documents.

Stock Exchange Code: 9735

June 4, 2026

(Electronic Provision Measures Commencement Date: June 3, 2026)

## **Notice of Convocation of The 65th Ordinary General Meeting of Shareholders**

Dear Shareholders:

Secom Co., Ltd. (the “Company”) hereby notifies you as follows that the 65th Ordinary General Meeting of Shareholders of the Company will be held as described below.

The Company has taken measures for electronic provision about the information that is the content of Reference Document Concerning the General Meeting of Shareholders, etc. (“the Electronic Provision Measures Matters”) to convene this General Meeting of Shareholders. “Notice of Convocation of the 65th Ordinary General Meeting of Shareholders” including informational materials for the General Meeting of Shareholders and “the Electronic Provision Measures Matters (the Matters Omitted from the Document for Delivery)” are available on each of the websites set forth below.

[Website of the Company]

<https://www.secom.co.jp/english/ir/stockinfo06.html>



[Website of Tokyo Stock Exchange, Inc. (Listed Company Search)]

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>



When you use the website of Tokyo Stock Exchange, Inc., please find the relevant information by inputting either the Company name (SECOM) in the “Issue name” box or the security code (9735) in the “Code” box and then by clicking “Basic information” and “Documents for public inspection/PR information.”

If you do not attend the General Meeting of Shareholders in person, please exercise your voting rights by mail or via the Internet on or before 6:00 p.m. (JST) June 25, 2026 (Thursday) after studying the Reference Document Concerning the General Meeting of Shareholders attached below:

[In case of exercising voting rights by mail]

Please indicate on the Voting Rights Exercise Form enclosed herewith your approval or disapproval to the proposals on the agenda, and return the form to the Company by mail on or before the time limit stated above.

[In case of exercising voting rights via the Internet]

Please access the website for the exercise of voting rights

[English Translation]

(<https://www.evotetr.mufg.jp/>). Please indicate whether you approve or disapprove the items on the agenda by following the instructions on the display screen by the time limit stated above.

(Platform for Electronic Exercise of Voting Rights)

Institutional shareholders may use the platform for the electronic exercise of voting rights that is operated by ICJ Inc.

Yours very truly,

**SECOM CO., LTD.**

5-1, Jingumae 1-chome, Shibuya-ku,  
Tokyo, Japan

By: YASUYUKI YOSHIDA

President and Representative Director

---

(Note) Please note that shareholders with addresses outside Japan may not themselves use these voting procedures. For these shareholders, please consult their custodian in Japan as to the exercise of voting rights.

[English Translation]

## PARTICULARS

### 1. Date and Time of the Meeting:

Friday, June 26, 2026 at 10:00 a.m.

### 2. Place of the Meeting:

Akasaka Intercity Conference Center the AIR  
Akasaka Intercity AIR 4F, 8-1, Akasaka 1-chome, Minato-ku, Tokyo  
(Please note that this is a different venue from last year)

### 3. Matters to be dealt with at the Meeting:

#### Matters to be Reported:

1. Report on the Business Report, the Consolidated Financial Statements for the 65th Fiscal Year (from April 1, 2025 to March 31, 2026) and the Results on the Audits of Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board.
2. Report on the Non-Consolidated Financial Statements for the 65th Fiscal Year (from April 1, 2025 to March 31, 2026).

#### Matters to be Resolved upon:

##### <Company Proposals>

- |                                 |  |
|---------------------------------|--|
| <b>First Item of Business:</b>  | Proposed Distribution of Surplus                     |
| <b>Second Item of Business:</b> | Election of Eleven (11) Directors                    |
| <b>Third Item of Business:</b>  | Election of One (1) Audit & Supervisory Board Member |

##### <Shareholder Proposals>

- |                                 |   |
|---------------------------------|---|
| <b>Fourth Item of Business:</b> | Amendments to the Articles of Incorporation regarding Action to Implement Management that is Conscious of Cost of Capital and Stock Price |
| <b>Fifth Item of Business:</b>  | Amendments to the Articles of Incorporation regarding the Record Date of the Ordinary General Meeting of Shareholders                     |

### 4. Matters related to Exercise of Voting Rights:

- 1) In the event that a shareholder wants to exercise non-uniform voting, he/she shall notify the Company to make non-uniform voting and the reason thereof in writing or by electromagnetic

[English Translation]

means three (3) days prior to the date of the General Meeting of Shareholders.

- 2) In the event that a shareholder exercises voting rights both via return mail (Voting Rights Exercise Form) and the Internet, the Company will consider the exercise of voting rights via the Internet to be valid.
- 3) In the event that a shareholder exercises voting rights via the Internet more than once, the Company will consider the last exercise of voting rights to be valid.
- 4) In the event that there is no indication of approval or disapproval of the proposals in the returned Voting Rights Exercise Form, it will be treated as indication of “approval” for Company proposals, and “disapproval” for shareholder proposals.

---

• With regard to this Notice of Convocation, the document, which is sent to shareholders who requested the issuance of such a document is to be sent to all shareholders.

• The following matters of the Electronic Provision Measures Matters are not stated in this Notice of Convocation pursuant to the relevant laws and ordinances and provisions in the Articles of Incorporation of the Company. We ask that you use either website on page 3 of this Notice.

- 1) “System under which the Company’s Business is Ensured to be Properly Executed” in the Business Report
- 2) “Consolidated Statement of Changes in Net Assets”
- 3) “Notes to Consolidated Financial Statements” in the Consolidated Financial Statements
- 4) “Non-Consolidated Statement of Changes in Net Assets”
- 5) “Notes to Non-Consolidated Financial Statements” in the Non-Consolidated Financial Statements

The Business Report audited by the Audit & Supervisory Board consists of each document attached to the Notice of Convocation of the Ordinary General Meeting of Shareholders, as well as 1) set forth above. The Consolidated Financial Statements and Non-Consolidated Financial Statements audited by the Accounting Auditor and the Audit & Supervisory Board consist of each document attached to the Notice of Convocation of the Ordinary General Meeting of Shareholders, as well as 2), 3), 4) and 5) set forth above.

• In the event of any amendment to the Electronic Provision Measures Matters, the Company will post such amended items on the websites indicated on page 3 of this Convocation Notice.

(Note)

If you plan to attend the Meeting, please submit the Voting Rights

[English Translation]

Exercise Form enclosed in the Notice of Convocation posted to shareholders to the receptionist at the Meeting.

## Reference Document Concerning the General Meeting of Shareholders

### Proposal and Reference Items

#### <Company Proposal>

#### First Item of Business: Proposed Distribution of Surplus

We consider the return of profits to shareholders a crucial management task, and determine the consolidated dividend payout ratio and the level of internal reserves in overall consideration of the future expansion of our business and consolidated results of operations while keeping in line with the basic policy that ensures the continued and stable dividend payments. Our basic policy of distribution of surplus in the form of dividend payment is that the Company makes it a rule to distribute dividends twice annually, in the form of an interim dividend, with a record date of September 30 each year, which is paid by resolution of the Board of Directors, and a year-end dividend, with a record date of March 31 each year, which is paid by resolution of the General Meeting of Shareholders. We intend to use internal reserves for investments required for increased new customer contracts, research and development, other strategic investments, and measures to return profits to employees so as to ensure to strengthen our corporate structure and expand our business.

Based on the basic policy aforesaid, we have determined to propose to the Ordinary General Meeting of Shareholders that the year-end dividends for the current fiscal year be 50 yen per share to respond to shareholders' continuous support. The dividends for the current fiscal year will be 100 yen per share, including the interim dividends, 2.5 yen higher than those for the previous fiscal year.

Matters related to the year-end dividend:

- (1) Kind of assets distributed:  
Cash
- (2) Matter related to distribution of cash and total amount:  
YEN 50 per share of common stock of the Company  
The total amount: YEN 20,223,057,450
- (3) Effective date for distribution of surplus:  
June 29, 2026

[English Translation]

<Company Proposal>

**Second Item of Business: Election of Eleven (11) Directors**

The term of office of all ten (10) Directors will expire at the close of this General Meeting of Shareholders. To further strengthen our management structure and corporate governance, we propose to increase the number of outside directors by one, and we would like to ask shareholders to elect eleven (11) Directors (eight [8] candidates for re-election and three [3] new candidates).

The candidates are as follows:

No.	Name	Gender	Current Position at the Company	Attendance at Board of Directors Meetings
1	<span>Re-election</span> <b>Yasuyuki Yoshida</b>	Male	President and Representative Director	12 (out of 12) (100%)
2	<span>Re-election</span> <b>Tatsuro Fuse</b>	Male	Senior Executive Director	12 (out of 12) (100%)
3	<span>Re-election</span> <b>Takashi Nakada</b>	Male	Director	12 (out of 12) (100%)
4	<span>Re-election</span> <b>Makoto Inaba</b>	Male	Director	12 (out of 12) (100%)
5	<span>New Candidate</span> <b>Noriyuki Fukuoka</b>	Male	Executive Officer	-
6	<span>New Candidate</span> <b>Kiyoshi Hine</b>	Male	Executive Officer	-
7	<span>Re-election</span> <b>Hajime Watanabe</b> <span>Outside Director</span> <span>Independent Officer</span>	Male	Outside Director	12 (out of 12) (100%)
8	<span>Re-election</span> <b>Miri Hara</b> <span>Outside Director</span> <span>Independent Officer</span>	Female	Outside Director	12 (out of 12) (100%)
9	<span>Re-election</span> <b>Kosuke Matsuzaki</b> <span>Outside Director</span> <span>Independent Officer</span>	Male	Outside Director	12 (out of 12) (100%)
10	<span>Re-election</span> <b>Yukari Suzuki</b> <span>Outside Director</span> <span>Independent Officer</span>	Female	Outside Director	12 (out of 12) (100%)
11	<span>New Candidate</span> <b>Junko Yazawa</b> <span>Outside Director</span> <span>Independent Officer</span>	Female	-	-

[English Translation]

Candidate  
Number  
**1**

**Yasuyuki Yoshida\***

(Date of birth: March 28, 1958)

Re-election



Number of Shares  
of the Company  
Owned  
17,639 shares

■ Brief History, Position, Responsibility, and Important Position of Other Organizations Concurrently Assumed, if any

Mar 1980 Joined SECOM Co., Ltd.  
Feb 1997 Associate General Manager, Strategic Planning Division  
Sep 1998 Director, Toyo Fire and Marine Insurance Co., Ltd. (presently Secom General Insurance Co., Ltd.)  
Jun 2002 President and Representative Director, Secom General Insurance Co., Ltd.  
Apr 2010 Executive Officer  
Jun 2012 Director  
Jun 2016 Executive Director  
Jun 2017 Senior Executive Director  
Apr 2024 President and Representative Director (currently)

■ Reasons for Election

Mr. Yasuyuki Yoshida, with many years of experience serving as Director of the Company in charge of corporate planning, possesses extensive knowledge of overall business planning. Furthermore, as head of corporate planning, he holds a high level of knowledge and experience in the management of the SECOM Group. Since assuming the position of President and Representative Director in April 2024, he has demonstrated strong leadership and management capabilities, achieving favorable performance in the fiscal year ended March 31, 2026, in pursuit of realizing the Road Map 2027, while steadily advancing management reforms from a medium- to long-term perspective aimed at the growth of the SECOM Group. In light of the continuous enhancement of corporate value, we would like to ask shareholders to elect him as Director.

Candidate  
Number  
**2**

**Tatsuro Fuse \***

(Date of birth: September 9, 1957)

Re-election



Number of Shares  
of the Company  
Owned  
14,814 shares

■ Brief History, Position, Responsibility, and Important Position of Other Organizations Concurrently Assumed, if any

Mar 1982 Joined SECOM Co., Ltd.  
Jun 2009 President and Representative Director, Secom Medical System Co., Ltd.  
Apr 2010 Executive Officer  
Jun 2013 Director (retired in Jun 2016)  
Apr 2016 Chairman and Representative Director, Secom Medical System Co., Ltd.  
Jun 2016 Managing Executive Officer  
Jun 2016 Head of Corporate Communication & Marketing Division (currently)  
Jun 2017 Chairman and Director, Secom Medical System Co., Ltd. (currently)  
Jun 2017 Executive Director  
Jun 2024 Senior Executive Director (currently)  
Jun 2024 Assistant to the President (currently)

<Important Position of Other Organizations Concurrently Assumed>  
Chairman and Director, Secom Medical System Co., Ltd.

■ Reasons for Election

Mr. Tatsuro Fuse has been engaged in medical services business as well as corporate communication and marketing as Director of the Company. He holds affluent management experience at SECOM Group and a high level of knowledge and experience in external business activities such as corporate communication and external relations, and in overall management including medical service business. In light of the continuous enhancement of corporate value, we would like to ask shareholders to elect him as Director.

[English Translation]

Candidate  
Number  
**3**

## Takashi Nakada\*

(Date of birth: April 27, 1966)

Re-election



Number of Shares  
of the Company  
Owned  
6,744 shares

### ■ Brief History, Position, Responsibility, and Important Position of Other Organizations Concurrently Assumed, if any

Mar 1991    Joined SECOM Co., Ltd.  
Jun 2016    General Manager, General Planning Department  
Jun 2017    Executive Officer  
Jan 2021    Deputy Head, Group International Division  
Apr 2024    In Charge of Corporate Strategy and Planning, Group Management  
Control and Risk Management (currently)  
Jun 2024    Director (currently)

### ■ Reasons for Election

Mr. Takashi Nakada oversees management planning and risk management as a member of the Board of Directors, leveraging extensive experience serving as the person responsible for overall management planning and overseas business, including Group company operational supervision and risk management, that facilitate deep insight into the management of the SECOM Group. In light of the continuous enhancement of corporate value, we would like to ask shareholders to elect him as Director.

Candidate  
Number  
**4**

## Makoto Inaba\*

(Date of birth: August 4, 1962)

Re-election



Number of Shares  
of the Company  
Owned  
4,680 shares

### ■ Brief History, Position, Responsibility, and Important Position of Other Organizations Concurrently Assumed, if any

Sep 1987    Joined SECOM Co., Ltd.  
Oct 2010    General Manager, Sales Development Department  
Jul 2014    Head of Shikoku Regional Headquarters  
Jun 2017    Assistant to Head of Operational Supervision Division  
Jun 2018    Executive Officer  
Jun 2018    Head of Corporate Sales Division  
Jul 2022    President and Representative Director, Senon Ltd.  
Jun 2024    Chairman, President and Representative Director, Senon Ltd.  
Jun 2024    Director (currently)  
Jun 2024    Head of Operations Division (currently)  
Aug 2024    Chairman and Director, Senon Ltd. (currently)

<Important Position of Other Organizations Concurrently Assumed>  
Chairman and Director, Senon Ltd.

### ■ Reasons for Election

Mr. Makoto Inaba oversees the Operations Division as a member of the Board of Directors, leveraging a wealth of experience serving as head of the Corporate Sales Division of the Company's security business, as well as being responsible for directing security operations nationwide in the Operations Division and serving as a representative director of a security-related Group company that facilitate deep insight into the management of the Company's overall security business. In light of the continuous enhancement of corporate value, we would like to ask shareholders to elect him as Director.

[English Translation]

Candidate  
Number  
**5**

**Noriyuki Fukuoka\***

(Date of birth: September 7, 1960)

New Candidate



Number of Shares  
of the Company  
Owned  
1,300 shares

■ Brief History, Position, Responsibility, and Important Position of Other Organizations Concurrently Assumed, if any

Feb 1987    Joined SECOM Co., Ltd.  
Jun 2009    Head of Kanagawa Regional Headquarters  
Jun 2012    President and Representative Director, Secom Jastic, Co., Ltd.  
Jun 2015    Executive Officer (currently)  
Jun 2015    Head of Operations Division  
Jun 2017    Head of Kanagawa Regional Headquarters  
Oct 2020    Head of Osaka Regional Headquarters (currently)

■ Reasons for Election

Mr. Noriyuki Fukuoka has served as the head of regional headquarters within the security business, as well as being responsible for directing security operations nationwide in the Operations Division and as representative director of a security-related Group company, and possesses extensive experience and deep insight into the Company's overall security business. In light of the continuous enhancement of corporate value, we would like to ask shareholders to elect him as Director.

Candidate  
Number  
**6**

**Kiyoshi Hine\***

(Date of birth: November 14, 1965)

New Candidate



Number of Shares  
of the Company  
Owned  
200 shares

■ Brief History, Position, Responsibility, and Important Position of Other Organizations Concurrently Assumed, if any

Mar 1990    Joined SECOM Co., Ltd.  
Oct 2013    General Manager, Finance Department, Secom Joshinetsu Co., Ltd.  
Jun 2015    Director, Secom Joshinetsu Co., Ltd.  
Jun 2018    Director, Pasco Corporation  
Jun 2022    General Manager, Business Analysis Office (currently)  
Jun 2025    Executive Officer (currently)  
Jun 2025    Deputy Head, Finance Division (currently)

■ Reasons for Election

Mr. Kiyoshi Hine is in charge of the Company's finance and accounting departments, where he leverages experience gained over many years in our finance and accounting operations, as well as in his role as head of finance at a SECOM Group company. Given his extensive experience and deep insight into SECOM Group management, and in light of the continuous enhancement of corporate value, we would like to ask shareholders to elect him as Director.

[English Translation]

Candidate  
Number  
7

## Hajime Watanabe

(Date of birth: November 18, 1951)

Re-election

Candidate for Outside Director

Candidate for Independent Officer



Number of  
Shares of the  
Company  
Owned  
5,000 shares

### Brief History, Position, Responsibility, and Important Position of Other Organizations Concurrently Assumed, if any

Mar 1975 Joined Watanabe Pipe Co., Ltd.  
Apr 1978 Executive Director, Watanabe Pipe Co., Ltd.  
Apr 1983 Senior Executive Director, Watanabe Pipe Co., Ltd.  
Jun 1985 Vice President and Representative Director, Watanabe Pipe Co., Ltd.  
Nov 1991 President and Representative Director, Watanabe Pipe Co., Ltd.  
Jun 2016 Director, SECOM Co., Ltd. (currently)  
Apr 2022 Chairman and Representative Director, Watanabe Pipe Co., Ltd.(currently)

<Important Position of Other Organizations Concurrently Assumed>  
Chairman and Representative Director, Watanabe Pipe Co., Ltd.

### Reasons for Election and Outline of Expected Role

Mr. Hajime Watanabe has engaged in management of Watanabe Pipe Co., Ltd. for many years. He holds rich experience and a high level of knowledge accumulated through his career in the management of the company that has a national network. As a member of the Board of Directors, he has provided effective advice and recommendations in many occasions on key directions of management as well as on the execution and risk management of business in general and other matters including work site operations and employee management. As he has played an appropriate role in the supervision of business execution, in light of the continuous enhancement of corporate value, we would like to ask shareholders to elect him as Outside Director. After the election, he is expected to continue to play the role mentioned above.

Candidate  
Number  
8

## Miri Hara

(Date of birth: December 20, 1961)

Re-election

Candidate for Outside Director

Candidate for Independent Officer



Number of  
Shares of the  
Company  
Owned  
0 shares

### Brief History, Position, Responsibility, and Important Position of Other Organizations Concurrently Assumed, if any

Jun 1988 Joined Hara Jisho Co., Ltd.  
Jun 1988 Director, Hara Jisho Co., Ltd. (currently)  
Oct 2017 Founded Tax Corporation Yokohama Benten Accounting, Inc. and assumed Representative Certified Public Tax Accountant (currently)  
Jun 2020 Director, SECOM Co., Ltd. (currently)  
Jun 2021 Outside Director, Nippon Sanso Holdings Corporation (currently)

<Important Position of Other Organizations Concurrently Assumed>  
Representative Certified Public Tax Accountant of Tax Corporation Yokohama Benten Accounting, Inc.  
Outside Director, Nippon Sanso Holdings Corporation

### Reasons for Election and Outline of Expected Role

Ms. Miri Hara has a long track record as director of a real estate management company and possesses extensive experience and considerable insight accumulated through her career on tax affairs, corporate accounting, and other work at a tax accountant corporation. As a member of the Board of Directors, she frequently provides a wealth of useful advice and recommendations on key directions of management and services for households and female employees' active engagement. As she has played an appropriate role in the supervision of business execution, in light of the continuous enhancement of corporate value, we would like to ask shareholders to elect her as Outside Director. After the election, she is expected to continue to play the role mentioned above.

[English Translation]

Candidate  
Number  
**9**

## Kosuke Matsuzaki

(Date of birth: May 1, 1960)

Re-election

Candidate for Outside Director

Candidate for Independent Officer



Number of  
Shares of the  
Company  
Owned  
300 shares

### Brief History, Position, Responsibility, and Important Position of Other Organizations Concurrently Assumed, if any

Apr 1984	Joined IBM Japan, Ltd.
Jan 2014	Managing Executive Officer, IBM Japan, Ltd.
Jan 2015	Vice President and Representative Director, Schneider Electric Japan Inc.
Oct 2015	Representative Director, Schneider Electric Japan Inc.
Jun 2019	Director, Head of Sales Division, Fuji Seal, Inc.
Feb 2020	President and Representative Director, Fuji Seal, Inc.
Feb 2024	Director, MAFTEC Group Co., Ltd. (currently MAFTEC Co., Ltd.)
Apr 2024	Representative Director, President and CEO, MAFTEC Group Co., Ltd.
Jun 2024	Director (currently)
Sep 2025	Representative Director, President and CEO, MAFTEC Co., Ltd. (currently)

<Important Position of Other Organizations Concurrently Assumed>  
Representative Director, President and CEO, MAFTEC Co., Ltd.

### Reasons for Election and Outline of Expected Role

Mr. Kosuke Matsuzaki has a solid track record as a corporate manager and experience at various companies in a wide range of fields, including marketing, business planning, and product business at global IT-related companies. At Board of Directors' meetings, he provides a wealth of valuable advice and suggestions based on his extensive experience and wide-ranging insight into the management of global and Japanese companies. As he has played an appropriate role in the supervision of business execution, in light of the continuous enhancement of corporate value, we would like to ask shareholders to elect him as Outside Director. After the election, he is expected to continue to play the role mentioned above.

Candidate  
Number  
**10**

## Yukari Suzuki

(Date of birth: September 16, 1962)

Re-election

Candidate for Outside Director

Candidate for Independent Officer



Number of  
Shares of the  
Company  
Owned  
300 shares

### Brief History, Position, Responsibility, and Important Position of Other Organizations Concurrently Assumed, if any

Apr 1985	Joined Shiseido Company, Limited
Apr 2015	General Manager, Marketing Department, Prestige Brands, Japan Business Division, Shiseido Company, Limited
Jan 2017	Brand Director, Clé de Peau Beauté Brand Unit, Global Prestige Brands, Shiseido Company, Limited
Jan 2018	Corporate Officer, Shiseido Company, Limited
Mar 2020	Director, Senior Executive Officer, Shiseido Company, Limited
Jan 2021	Representative Director, Senior Executive Officer, Shiseido Company, Limited
Jun 2024	Outside Director, Tokyo Electron Ltd. (currently)
Jun 2024	Director (currently)

<Important Position of Other Organizations Concurrently Assumed>  
Outside Director, Tokyo Electron Ltd.

### Reasons for Election and Outline of Expected Role

Ms. Yukari Suzuki served as representative director of a listed global company, where she was involved in launching new businesses, brand marketing, and promotion of diversity and inclusion, utilizing her experience and knowledge in these areas. At Board of Directors' meetings, she provides a wealth of advice and suggestions from diverse

[English Translation]

perspectives based on her extensive experience and broad insights gained through these achievements. In anticipation of her contribution to the continuous enhancement of corporate value, including the supervision of business execution, we would like to ask shareholders to elect her as Outside Director. After the election, she is expected to continue to play the role mentioned above.

**Candidate  
Number  
11**

## Junko Yazawa

(Date of birth: February 14, 1965)

New Candidate

Candidate for Outside Director

Candidate for Independent Officer



Number of  
Shares of the  
Company  
Owned  
0 shares

### ■ Brief History, Position, Responsibility, and Important Position of Other Organizations Concurrently Assumed, if any

Apr 1987	Joined ALL NIPPON AIRWAYS CO., LTD.
Nov 2012	General Manager, Inflight Services Training Department, Training Center
Apr 2015	General Manager, Inflight Services Training Department, Inflight Services Center
Apr 2016	Representative Director and President, ANA Business Solutions Co., Ltd.
Apr 2019	Corporate Executive Officer, ALL NIPPON AIRWAYS CO., LTD.
Apr 2022	Director and Executive Officer, ALL NIPPON AIRWAYS CO., LTD.
Apr 2023	Director and Executive Vice President, ALL NIPPON AIRWAYS CO.,LTD.
Apr 2024	Senior Executive Officer, ANA HOLDINGS INC.
Apr 2025	Representative Director and President, ANA Strategic Research Institute Co., Ltd. (currently)

<Important Position of Other Organizations Concurrently Assumed>

Representative Director and President, ANA Strategic Research Institute Co., Ltd.

### ■ Reasons for Election and Outline of Expected Role

Ms. Junko Yazawa has experience in a wide range of fields, including customer service, risk and safety management, business planning, sustainability, and corporate brand building and maintenance, gained through many years in key positions at a global aviation company, as well as extensive experience and broad insight into the management of global and domestic companies cultivated through her track record as a corporate executive. In anticipation of her contribution to the continuous enhancement of corporate value, including the supervision of business execution, we would like to ask shareholders to elect her as Outside Director.

(Notes)

1. There is no particular interest between the Company and each of the said candidates.
2. Candidates with \* are Executive Officers currently in office.
3. Based on the nomination policy that the Board of Directors established, the nomination of candidates for Directors are decided after discussion at the Board of Directors. The Board of Directors decides the candidates for Directors after the discussion process of the Nomination and Compensation Committee comprising a majority of Outside Directors.
4. Mr. Hajime Watanabe, Ms. Miri Hara, Mr. Kosuke Matsuzaki, Ms. Yukari Suzuki and Ms. Junko Yazawa are candidates for Outside Directors. The designation of Mr. Watanabe, Ms. Hara, Mr. Matsuzaki and Ms. Suzuki as Independent Officers has been filed with Tokyo Stock Exchange, Inc. Additionally, in the event Ms. Yazawa is elected as a Director, we plan to file her designation as an Independent Officer with Tokyo Stock Exchange, Inc.
5. The number of years during which Mr. Hajime Watanabe is in the office of Outside Director of the Company will have been for ten (10) years at the close of this

[English Translation]

General Meeting of Shareholders.

6. The number of years during which Ms. Miri Hara is in the office of Outside Director of the Company will have been for six (6) years at the close of this General Meeting of Shareholders.
7. The number of years during which Mr. Kosuke Matsuzaki and Ms. Yukari Suzuki are in the office of Outside Director of the Company will have been for two (2) years at the close of this General Meeting of Shareholders.
8. Pursuant to Article 427, Paragraph 1 of the Companies Act, the Company has entered into a liability limit agreement limiting a compensation liability provided for in Article 423, Paragraph 1 of the Companies Act with Mr. Hajime Watanabe, Ms. Miri Hara, Mr. Kosuke Matsuzaki and Ms. Yukari Suzuki. In the event these four candidates are re-elected, we plan to maintain the relevant liability limit agreements. In the event Ms. Junko Yazawa is elected as a Director, we plan to enter into a similar liability limit agreement.  
Furthermore, the limited amount of compensation liability is the minimum liability limit provided for in Article 425, Paragraph 1 of the Companies Act.
9. The Company has entered into an officers' liability insurance contract with an insurance company. A summary of the contents of the insurance policy is given on page 46 of this Notice of Convocation ("3. Description of the Officers' Liability Insurance Contract"). Candidates standing for reelection are currently Directors of the Company and therefore qualify as insured persons under the relevant insurance contract. If reelected, they will continue to be insured under said policy. Additionally, if the new candidates are elected, they will become insured persons under the relevant insurance contract. Further, the Company intends to renew the insurance policy on the same terms during their term of office.

## <Company Proposal>

### Third Item of Business: Election of One (1) Audit & Supervisory Board Member

Audit & Supervisory Board Member Mr. Takayuki Ito will resign effective at the conclusion of the General Meeting of Shareholders. Thus, we propose the election of one (1) replacement Audit & Supervisory Board Member.

With respect to this item of business, the Audit & Supervisory Board has given consent.

Furthermore, in the event that Mr. Seiya Nagao is elected an Audit & Supervisory Board Member, his term of office will, in accordance with the Articles of Incorporation, run until the conclusion of the Ordinary General Meeting of Shareholders scheduled to be held in June 2027.

The candidate for Audit & Supervisory Board Member is as follows:

#### Seiya Nagao\*

(Date of birth: February 14, 1962)

New Candidate



Number of Shares  
of the Company  
Owned  
7,369 shares

#### ■ Brief History, Position, and Important Position of Other Organizations Concurrently Assumed, if any

Mar 1984	Joined SECOM Co., Ltd.
Apr 2008	General Manager, Group Operations Optimization Promotion Office
Apr 2010	General Manager, Business Analysis Office
Jan 2012	General Manager, Accounting Department
Apr 2016	Executive Officer
Nov 2018	President and Representative Director, Secom Credit Co., Ltd. (currently)
Jan 2019	Head of Finance Division (currently)
Jun 2024	Executive Director (currently)

#### ■ Reasons for Election

Mr. Seiya Nagao possesses extensive experience and deep insight into the management of the SECOM Group, leveraging expertise cultivated through many years of service in finance and accounting and Group company governance. In addition to serving as Director in charge of the Finance and Accounting divisions, he also serves as President and Representative Director of a Group company. Accordingly, we propose his election as a Full-time Audit & Supervisory Board Member with the expectation that he will provide effective oversight of overall corporate management and provide effective advice from his broad perspective.

(Notes)

1. There is no particular interest between Mr. Seiya Nagao and the Company.
2. Candidates with \* are Executive Officers currently in office.
3. In the event that Mr. Seiya Nagao is elected as an Audit & Supervisory Board Member, we plan to enter into a liability limitation agreement with him pursuant to Article 427, Paragraph 1 of the Companies Act to limit compensation liability for damages under Article 423, Paragraph 1 of the Companies Act. Furthermore, the limited amount of compensation liability is the minimum liability limit provided for in Article 425, Paragraph 1 of the Companies Act.
4. The Company has entered into an officers' liability insurance contract with an insurance company. A summary of the contents of the insurance policy is given on page 46 of this Notice of Convocation ("3. Description of the Officers' Liability

[English Translation]

Insurance Contract”). Mr. Seiya Nagao is currently an Executive Director, and is insured under the relevant insurance policy. If elected as an Audit & Supervisory Board Member, he will continue to be insured under said policy. Furthermore, we plan to renew this insurance policy with the same terms and conditions during the course of his term of office.

〈Reference〉

Knowledge and Experience of Directors and Audit & Supervisory Board Members  
(Proposed) following the General Meeting (Skills Matrix)

Name	Current Position at the Company	Corporate Management	Finance and Accounting	Legal, Compliance and Risk	Sustainability and ESG	Security Services Industry	Global Business	ICT and Technology
Yasuyuki Yoshida	President and Representative Director	●	●	●		●		
Tatsuro Fuse	Senior Executive Director	●			●	●	●	
Takashi Nakada	Director	●				●	●	●
Makoto Inaba	Director	●		●		●		
Noriyuki Fukuoka	Executive Officer	●		●		●		
Kiyoshi Hine	Executive Officer	●	●	●		●		
Hajime Watanabe	Outside Director	●	●	●				
Miri Hara	Outside Director	●	●		●			
Kosuke Matsuzaki	Outside Director	●			●		●	●
Yukari Suzuki	Outside Director	●			●		●	
Junko Yazawa	–	●			●	●		
Seiya Nagao	Executive Director	●	●	●		●		
Yasuhiro Tsuji	Audit & Supervisory Board Member	●		●		●	●	
Hideki Kato	Outside Audit & Supervisory Board Member	●		●	●		●	
Makoto Yasuda	Outside Audit & Supervisory Board Member	●	●				●	
Setsuo Tanaka	Outside Audit & Supervisory Board Member	●		●		●		

(Notes)

1. The table above lists up to four (4) areas of knowledge and experience held by each Director and Audit & Supervisory Board Member, assuming that each candidate for Director and Audit & Supervisory Board Member is elected as originally proposed at the General Meeting.
2. The table above does not represent all of the knowledge and experience held by each person.

[English Translation]

**<Shareholder Proposal>**

The Fourth and Fifth Item of Business were proposed by a shareholder. A summary of and reasons for the following items of business are presented verbatim from the shareholder proposal submitted by the proposing shareholder.

**Fourth Item of Business: Amendments to the Articles of Incorporation regarding Action to Implement Management that is Conscious of Cost of Capital and Stock Price**

(1) Summary of the agenda

Add the following provision to the Company’s Articles of Incorporation. In the event that the approval of other proposals at this General Meeting of Shareholders (including proposals made by the Company) necessitates formal adjustments to the provisions described in this proposal (including, but not limited to, corrections to article numbering), the provisions related to this proposal shall be read as the provisions after such necessary adjustments have been made.

(Underlines indicate the changes)

Pre-amendment	Post-amendment
(Newly established)	<u>Chapter 8 Disclosure</u> <u>(Disclosure regarding the Management that is Conscious of Cost of Capital and Stock Price)</u> <u>Article 51</u> <u>As long as the Company remains as listed company, the Company will verify the appropriateness of its initiatives and contents of disclosures based on the “Key Points and Examples Considering the Investor’s Point of View in Regard to Management Conscious of Cost of Capital and Stock Price” (the “Key Points and Examples”) announced by the Tokyo Stock Exchange on February 1, 2024, and disclose the details of its initiatives in accordance with the items in the Key Points and Examples in its Corporate Governance Report and on its website.</u>

(2) Reasons for the proposal

We agree with the purpose of the “Action to Implement Management that is Conscious of Cost of Capital and Stock Price” (the “TSE Request”) that the Tokyo Stock Exchange has requested of all listed companies on the Prime Market and Standard Market as of March 31, 2023. In addition, we believe that continuous verification of initiatives based on the “Key Points and Examples Considering the Investor’s Point of View in Regard to Management Conscious of Cost of Capital and Stock Price” (the “Key Points and Examples”) announced by the Tokyo Stock Exchange on February 1, 2024 is effective in ensuring that a company’s response is not merely a formality, but highly effective.

The Company has completed disclosure based on the TSE Request, and in addition to setting forth a 10% ROE target for the year ending March 31, 2028, since 2022, it has continued to [English Translation]

repurchase its own shares to improve capital efficiency. However, the Company has not disclosed information on its policy on the allocation of management resources, including the scale of shareholder returns; specific measures and progress ahead of its achievement of 10% ROE; or a breakdown of individual ROE components. We recognize these disclosures to be insufficient from the investor's point of view, as well as issues with the specificity and effectiveness of said disclosures.

The Key Points and Examples demand “fundamental initiatives with an awareness of the appropriate allocation of management resources” and “Explanation of efforts in relation to medium- to long-term goals.” Rather than simply presenting numerical targets, it is important to clarify the specific roadmaps for achieving these targets. The Company must therefore examine its desired future balance sheet structure after breaking down individual ROE components, and clearly disclose its cash allocation policy, including investments for growth and shareholder returns. The Company must also provide clear details of how each of its initiatives is linked to the achievement of its targets. We believe that by disclosing such specific information, the Company can clarify its initiatives aimed at medium- to long-term corporate value enhancement in line with the purpose of the TSE Request, and fulfil the expectations of its shareholders and investors.

## <Opinion of the Board of Directors>

### **The Board of Directors opposes this Shareholder Proposal.**

In order to further clarify the direction which the Company should aim for in the future and to further ensure growth, the Company has formulated the SECOM Group Road Map 2027 and lists the implementation of investment in growth while remaining aware of cost of capital as one of its financial strategies. In addition, the Company continuously engages in discussion regarding such matters as capital policy at its Board of Directors' meetings, and also discloses its endeavors for enhancing capital efficiency in materials such as the integrated report.

As noted in the presentation material, Financial Results for the Fiscal Year Ended March 31, 2026, the Company understands that its cost of shareholders' equity is approximately 5 to 7%. By implementing the measures included in the SECOM Group Road Map 2027 while engaging in ongoing dialogue with the equity market going forward, we will aim to achieve profitability that exceeds the cost of shareholders' equity for the medium- to long-term enhancement of corporate value and the common benefit of shareholders.

The Shareholder Proposal seeks to newly add provisions regarding initiatives in response to Tokyo Stock Exchange's request for "Action to Implement Management that is Conscious of Cost of Capital and Stock Price" to the Articles of Incorporation, but the Company has already been pursuing initiatives related to such request. Moreover, these are items that need to be addressed quickly and flexibly in a constantly changing market environment, and we deem it inappropriate to add these as provisions to the Articles of Incorporation.

In addition, as noted in the presentation material, Financial Results for the Fiscal Year Ended March 31, 2026, we also disclosed the Group's capital allocation policy and our approach for continuous initiatives aimed at optimizing the business portfolio. Going forward, we will continuously consider our optimum business portfolio, and appropriately distribute funds for "investment for growth" including proactive investment towards human resources and M&As, and "continuous investment" aiming to strengthen our business foundation. By these, we will endeavor to realize sustainable growth and to enhance shareholder returns in a stable and continuous manner.

For the reasons above, the Board of Directors opposes the Shareholder Proposal.

Reference: SECOM Group Road Map 2027

[https://www.secom.co.jp/english/ir/lib\\_2023/Roadmap2027e.pdf](https://www.secom.co.jp/english/ir/lib_2023/Roadmap2027e.pdf)

Reference: Financial Results for the Fiscal Year Ended March 31, 2026

[https://www.secom.co.jp/corporate/ir/lib\\_2026/kessan38-3-p.pdf](https://www.secom.co.jp/corporate/ir/lib_2026/kessan38-3-p.pdf)

[English Translation]

## Reference: Shareholder returns

	FY2022	FY2023	FY2024	FY2025	FY2026
Full-year dividend per share	¥185	¥190	¥195 (Pre-stock-split basis)	¥200 (Pre-stock-split basis)	¥240 (Pre-stock-split basis)
Amount of repurchases of the Company's own shares	¥29.78 billion	¥43.99 billion	¥30.00 billion	¥60.00 billion	¥100.0 billion (Planned)

## Notes:

1. The full-year dividend per share for fiscal 2025 (ended March 31, 2026) is subject to approval of the Company's proposal at the General Meeting.
2. The full-year dividend per share for fiscal 2026 (ending March 31, 2027) is the dividend forecast amount.

**<Shareholder Proposal>**

**Fifth Item of Business: Amendments to the Articles of Incorporation regarding the Record Date of the Ordinary General Meeting of Shareholders**

(1) Summary of the agenda

Amend Article 13 of the Company's Articles of Incorporation as below. In the event that the approval of other proposals at Ordinary General Meeting of Shareholders (including proposals made by the Company) necessitates formal adjustments to the provisions described in this proposal (including, but not limited to, corrections to article numbering), the provisions related to this proposal shall be read as the provisions after such necessary adjustments have been made.

(Underlines indicate the changes)

Pre-amendment	Post-amendment
(Record Date of the Ordinary General Meeting of Shareholders) Article 13 The record date for voting rights at the Company's Ordinary General Meeting of Shareholders shall be March 31 of each year. <u>2. (Newly established)</u>	(Record Date of the Ordinary General Meeting of Shareholders) Article 13 The record date for voting rights at the Company's Ordinary General Meeting of Shareholders shall be <u>May 15</u> of each year. <u>2. Notwithstanding the provision of the preceding paragraph, if necessary, the Company may set a record date by giving prior public notice upon resolution by the Board of Directors.</u>

(2) Reasons for the proposal

The current record date for voting rights at the Company's Ordinary General Meeting of Shareholders is March 31, and in line with the Companies Act, the General Meeting of Shareholders is held at the end of June each year. On the other hand, in practice the Annual Securities Report, which contains important information for shareholders to exercise their voting rights, can only be published after the General Meeting of Shareholders or at a time extremely close to the date of the meeting, such as the day before. As a result, it is difficult for investors to sufficiently analyze its content and reflect their findings into their voting decisions, and currently, investors do not have sufficient time to conduct effective reviews.

The Annual Securities Report is a statutory disclosure document that contains a comprehensive range of information essential to making decisions on important agenda items at the General Meeting of Shareholders, including business risks, management strategies, governance structures, amount of remunerations and the policy for determining such amount, and capital policies. We believe that the disclosure of this information with sufficient time for review, rather than immediately before the General Meeting of Shareholders, is a prerequisite for exercising voting rights in a responsible manner.

By changing the record date for voting rights to the middle of May, the Company will be able to set up a disclosure schedule of Annual Securities Reports and other related information with sufficient time ahead of the General Meeting of Shareholders. This will establish an environment that allows investors, proxy advisory firms, and analysts to carefully examine the information, and appropriately reflect the results of their analyses into decisions on whether to

[English Translation]

approve or reject each agenda item. This proposal does not only seek a formal acceleration of timing, but aims to create a systematic foundation for the enhancement of substantive information disclosure.

In addition, as a secondary effect, this change is expected to lead to a broader distribution of dates for the General Meeting of Shareholders, which until now have been overly concentrated in late June. This concentration of dates has made it difficult for many shareholders to attend the general meetings of multiple companies. Broader distribution of these dates will enable shareholders to attend more general meetings and increase opportunities for them to participate in direct dialog and discussion with management. This in turn will promote more active shareholder engagement and contribute to the achievement of the “Shareholder Democracy” approach that we advocate.

## <Opinion of the Board of Directors>

### **The Board of Directors opposes this Shareholder Proposal.**

The intent of the Shareholder Proposal is to arrange an environment in which the shareholders may consider important information including the annual securities report with sufficient time by changing the record date for voting rights to May 15.

With an understanding of the importance to arrange such environment, the Company has also endeavored to enhance the delivery of information necessary for the shareholders to exercise their votes.

In specific, in the convocation notice disclosed at least three (3) weeks prior to the date of the Ordinary General Meeting of Shareholders, the Company describes in its business report such matters as the issues the Company has to cope with, the amount of remuneration of its directors and Audit & Supervisory Board members and the method of its determination, and discloses them together with the financial statements and audit reports. In addition, the Company described in the integrated report the details of such matters as its management strategies, governance system and capital policies, and provided information necessary to exercise votes with a reasonable amount of time.

Furthermore, the Company promotes early disclosure of the annual securities report, and makes continuous endeavors for disclosure prior to the general meeting of shareholders, with respect to the annual securities report for the fiscal year ending March 31, 2026 also.

On the other hand, the Company has determined the timing for the convocation of the Ordinary General Meeting of Shareholders as June (\*1), and the Shareholder Proposal is unlikely to produce the secondary effect expected by the Shareholder of dispersing the dates of the general meeting of shareholders even if the record date for voting rights is determined as May 15. Rather, since it will shorten the period from the record date for voting rights till the date of the general meeting of shareholders to approximately half of the current period at the longest, the timing of dispatch of the convocation notice is likely to become nearer to the date of the general shareholders meeting than the present, in which case it would result in failing to meet the intent of the Shareholder Proposal.

In addition, since the record date of the year-end dividend of the Company is March 31 (\*2), if the timing of the Ordinary General Meeting of Shareholders is determined as July or thereafter in line with the intent of the Shareholder Proposal, it would violate the provisions of the Companies Act which provide that the effective date of dividends must be within three (3) months from the record date of dividends (\*3).

As described above, the Shareholder Proposal does not sufficiently take into account the relationship between the provisions of the Companies Act and the other provisions of the Company's Articles of Incorporation.

For the reasons above, the Board of Directors opposes the Shareholder Proposal.

The Company will also continuously endeavor to expand and speed up information provision which contributes to the shareholders' judgment in the future.

[English Translation]

\*1: Article 12 of the Articles of Incorporation (Timing of convocation of the general meeting of shareholders)

The Ordinary General Meeting of Shareholders shall be convened in June of every year, and the Extraordinary General Meeting of Shareholders shall be convened from time to time as necessary.

\*2: Article 48 of the Articles of Incorporation (Record date of distribution of surplus money)

1. The record date of year-end dividends of the Company shall be March 31 of every year.

2. Other than the preceding provision, surplus money may be distributed by determining a record date.

\*3: Article 124 of the Companies Act (Record Date)

(1) A Stock Company may, by prescribing a certain date (hereinafter in this Chapter referred to as a "Record Date"), prescribe the shareholders that have been entered or recorded in the shareholder register as of the Record Date (hereinafter in this Article referred to as "Shareholders as of the Record Date") as the persons that may exercise their rights.

(2) In cases where a Record Date is to be established, the Stock Company must prescribe the content of the rights which the Shareholders on the Record Date may exercise (limited to those which are exercised within three months from the Record Date).

(3) to (5) (omitted)

# Business Report (Fiscal Year Ended March 31, 2026)

## I. Outline of the Group's Business

### 1. The Current Business Development and Results of Operations

During the fiscal year ended March 31, 2026 (“the current fiscal year”), the Japanese economy showed signs of recovery in some areas, such as business investment and private consumption, amid the improvements in the employment and income environment. On the other hand, continual attention has been required to the effects of the situation in the Middle East, the fluctuations of the financial and capital markets, U.S. trade policy trends, and other circumstances.

Under these circumstances, we have been actively working to implement initiatives to achieve the SECOM Group's Vision for 2030, formulated with an aim to establish the “Social System Industry,” which delivers safety and peace of mind, as well as makes life more comfortable and convenient. We also formulated the SECOM Group Road Map 2027 to further clarify the direction we should aim for in order to realize our vision and to ensure our growth, and we have been actively promoting various initiatives. Furthermore, with the increasing complexity of social imperatives, in May 2026, we formulated the SECOM Group's Vision for 2040, which aims to clarify the Group's strategic direction going forward. For details, please refer to “Notice Regarding the Formulation of the SECOM Group's Vision for 2040,” announced on May 12, 2026.

In March 2025, our cocobo security robot passed the conformity tests for remote-controlled small vehicles and became the first robot offered by security companies permitted for use on roads, including public roads. As a result, it is now possible to use cocobo on public roads surrounding properties round the clock, allowing us to offer sophisticated security that combines humans and robots at a wider range of locations. Additionally, in July 2025, we launched SECOM MyAED, the first residential-use AED in Japan that is equipped with an auto-shock function. In February 2026, we were awarded a joint contract with a major domestic telecommunications carrier to develop a remote surveillance system for the Japan Ground Self Defense Force. We, thus, continued to provide meticulous and seamless services through various initiatives to satisfy the increasingly diversified and sophisticated needs of our customers for their safety and peace of mind.

At Expo 2025 Osaka, Kansai, Japan (Expo 2025), which was held from April to October 2025, we played a major role in providing manned security services throughout the entire venue. We also introduced numerous surveillance cameras and access control systems, among other systems. Through these efforts, we supported the safe operation of the venue.

In October 2025, we made AVTEL Holdings Pte. Ltd., a global security systems integrator <sup>(Note 1)</sup> with a strong customer base mainly among American and European companies that operate data centers being built around the world, a

[English Translation]

wholly-owned subsidiary.

Additionally, in December 2025, for the second year in a row, SECOM was selected as a “Double A-list company,” the highest rating, based on the 2025 surveys on climate change and water security initiatives conducted by CDP, an international environmental NGO. Furthermore, in October 2025 and February 2026, we were selected for the Nikkei Inc’s latest stock price indices, the Nikkei 225 Shareholder Return Stock 40 Index <sup>(Note 2)</sup> and the Nikkei Moat Stock Index <sup>(Note 3)</sup>.

(Note 1) Global security system integrator

A system integrator which provides consultation, sales, and installation of integrated security systems, including access control and video surveillance, across countries and regions for global companies.

(Note 2) The Nikkei 225 Shareholder Return Stock 40 Index

A stock price index composed of 40 issues with the highest shareholder return yield among the constituents of the Nikkei Stock Average (excluding financials and real estate). The index is calculated using a market capitalization × dividend yield-weighted methodology.

(Note 3) The Nikkei Moat Stock Index

An equal-weighted stock index composed of 30 stocks selected from among those listed on the Prime Market of the Tokyo Stock Exchange (excluding financials) that are deemed to possess an economic "moat".

As a result, consolidated net sales for the current fiscal year increased by 4.7% to 1,256.8 billion yen compared with the previous fiscal year, owing to an increase in revenue in all business segments, and consolidated operating profit increased by 11.1% to 160.3 billion yen. Consolidated ordinary profit increased by 4.0% to 182.1 billion yen, mainly due to the decrease in gain on investments in investment partnerships in the U.S. etc. of 12.3 billion yen. Profit attributable to owners of parent increased by 4.2% to 112.6 billion yen.

Net sales, operating profit, ordinary profit and profit attributable to owners of parent each reached a record-high.

(Millions of Yen)

	Net sales	Operating profit	Ordinary profit	Profit attributable to owners of parent
Current fiscal year (FY2025)	1,256,896	160,333	182,160	112,662
Previous fiscal year (FY2024)	1,199,942	144,297	175,123	108,109

[English Translation]

By business segment, in the security services segment, we provide mainly centralized monitoring services (on-line security systems) for commercial and residential clients, as well as static guard services, armored car services, and merchandise.

For our commercial security services, we offer System Security AZ, an all-in-one system that accommodates a variety of functions that benefit customers' business operations, including security and fire protection, as well as work efficiency solutions such as employee attendance management. In the current fiscal year, we strove to expand sales by enhancing the integration between System Security AZ and surveillance cameras and by improving security function and operability. In addition, we developed an app that allows employees experiencing customer harassment at stores or when visiting on-site to report to supervisors, who have been pre-registered, and at the same time to make voice recordings, and commenced field trials in October.

For our residential security services, we provide SECOM Home Security NEO, a flexible system suited to customer's lifestyles that can expand its services beyond crime prevention and fire protection by connecting with various devices. During the current fiscal year, we added a controller equipped with facial recognition functions to the SECOM Home Security NEO lineup, and by improving operability and enhancing security functions, actively expanded the sales of home security systems.

Outside Japan, we promoted security services characterized by its emergency response services and video monitoring, mainly in economically developing areas, such as Southeast Asia. We accelerated efforts to develop and introduce services and systems adapted to the local market while advancing initiatives for the digital transformation of on-line security systems by incorporating the latest technologies.

Net sales increased by 4.3% to 660.6 billion yen, mainly due to the brisk sales of centralized monitoring services (on-line security systems) for commercial and residential use, the effects of price revisions (price increases), and the increase in sales in static guard services. Operating profit increased by 7.7% to 123.8 billion yen.

(\*1) System Security: On-line security system for commercial subscribers.

In the fire protection services segment, we provide a broad range of fire protection systems such as high quality fire alarm systems and fire extinguishing systems that respond to customers' needs to a wide variety of facilities such as office buildings, production facilities, tunnels, cultural properties, ships and residences. In the current fiscal year, also, two major fire protection companies in Japan, Nohmi Bosai Ltd. and Nittan Co., Ltd., promoted various fire protection systems based on each company's business infrastructure and product development expertise.

Net sales increased by 5.5% to 186.8 billion yen, attributable to the increase in revenue from fire extinguishing systems and other devices. Operating profit

[English Translation]

increased by 23.1% to 24.7 billion yen, chiefly owing to the improvement in the cost ratio.

In the medical services segment, we provide various medical services such as our core home medical services, including home nursing services and pharmaceutical dispensing services and home delivery services, operation of residences for seniors, sales of electronic medical report systems, sales of medical equipment and pharmaceutical products, personal care services, and the leasing of real estate for medical institutions.

Net sales increased by 6.8% to 92.0 billion yen, mainly due to the brisk sales of medical equipment and pharmaceutical products and an increase in sales of Takshasila Hospitals Operating Pvt. Ltd., a company operating general hospitals in India. Operating profit increased by 15.6% to 6.2 billion yen.

In the insurance services segment, we expanded marketing efforts for our unique non-life insurance offerings, including Security Discount Fire Policy, a commercial fire insurance policy, and SECOM Anshin My Home, a comprehensive fire insurance policy for residences, both of which extend discounts on premiums to customers who have installed on-line security systems, recognizing this as a risk-mitigating factor; MEDCOM, an unrestricted cancer treatment policy that offers compensation of the actual cost of medical treatment; and SECOM Anshin My Car, a comprehensive automobile insurance policy that offers on-site support services provided by our emergency response personnel in the event of an accident.

Net sales increased by 10.2% to 65.4 billion yen, mainly due to the strong sales of cancer insurance, MEDCOM, an unrestricted cancer treatment policy, and automobile insurance, offered by SECOM General Insurance Co., Ltd., and an increase in investment income. Operating profit increased by 41.2% to 5.9 billion yen, reflecting a decrease in losses from natural disasters and a decrease in selling, general and administrative expenses.

In the geospatial information services segment, we collect geographic data from aerial photography, vehicle/ground surveying systems and satellite images, which we integrate, process, and analyze to provide geospatial information services to domestic national and local governmental agencies, private sectors, and foreign governmental agencies including emerging and developing countries.

Net sales increased by 3.9% to 60.6 billion yen, owing to the increase in sales in the domestic public sector division. Operating profit increased by 55.9% to 5.3 billion yen, due to an improved cost ratio in the domestic public sector division and a decrease in selling, general and administrative expenses.

In the BPO and ICT services segment, our distinctive portfolio includes business continuity planning (BCP) support, information security services, a variety of cloud-based services and authentication services, centering on the data centers, as well as BPO-related services including operation of contact center services.

Net sales increased by 1.1% to 129.9 billion yen, chiefly owing to the increase in revenue from the data center services and the brisk sales of servers and other equipment. Operating profit was down 1.9% to 8.9 billion yen, attributable to the [English Translation]

rise in cost largely owing to the effects of the new data center, which commenced operations in the previous fiscal year.

Other services segment comprises real estate leasing and construction and installation services.

Net sales increased by 7.6% to 61.3 billion yen. Operating profit increased by 7.6% to 9.2 billion yen.

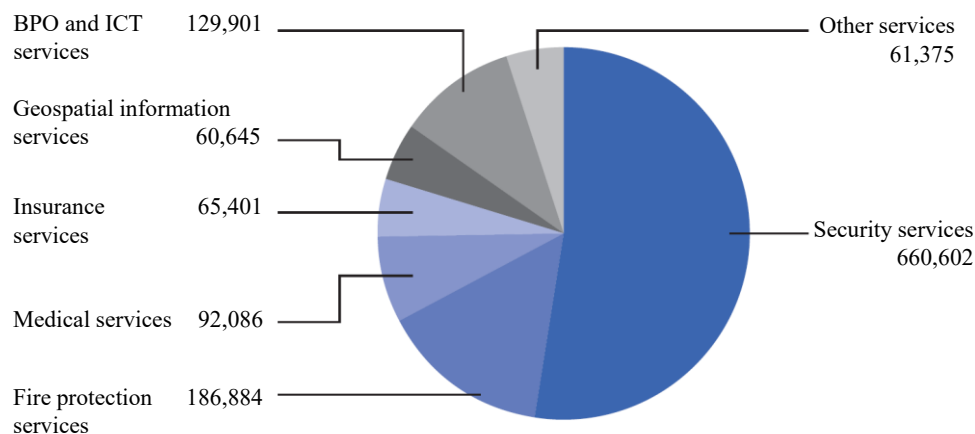
Results by Business Segment (65th Fiscal Year – current fiscal year)

(Millions of Yen)

Business segment	Net sales			Operating profit
	Customers	Intersegment	Total	
Security services	660,602	13,186	673,788	123,826
Fire protection services	186,884	3,021	189,906	24,748
Medical services	92,086	83	92,170	6,239
Insurance services	65,401	3,210	68,611	5,970
Geospatial information services	60,645	221	60,867	5,395
BPO and ICT services	129,901	9,741	139,642	8,988
Other services	61,375	1,304	62,680	9,290
Total	1,256,896	30,770	1,287,666	184,459
Eliminations and corporate items	–	(30,770)	(30,770)	(24,126)
Consolidated net sales	1,256,896	–	1,256,896	160,333

With respect to the results by geographical segments, in Japan, net sales increased by 5.2% to YEN 1,188.6 billion. Overseas net sales decreased by 2.3% to YEN 68.2 billion.

Net sales by business segment, excluding intersegment transactions (Millions of Yen)



[English Translation]

## 2. Issues the Group Has to Cope with

The circumstances surrounding the SECOM Group pose certain challenges to be addressed, including the evolution of AI and other technologies, a decrease in the working population, the deterioration in perceived public safety, an aging population, and increasingly frequent and severe natural disasters. Under these circumstances, the SECOM Group promotes the following initiatives in order to contribute to solving these challenges:

### (1) Capitalizing on advanced technologies and expertise

Amid ongoing AI and other technological advances, we will proactively collect and deploy information on advanced technologies and know-how, in order to achieve the creation of added value, the improvement of service quality, etc., through the effective use of cutting-edge technologies. Based on these efforts, we will accelerate security DX and work diligently to create products and services in Japan and overseas that fuse advanced technologies with human capability.

### (2) Domestic businesses (Increasing the competitiveness of our services and products)

For domestic businesses, we will strengthen advertising and other sales promotions as well as sales activities, improve our competitiveness by enhancing the quality and functionality of our services and products for commercial clients, and also focus on further cultivating individual consumer markets through the provision of new services, including monitoring services for seniors. We will make the best use of the business resources of the SECOM Group, in order to offer high value-added services that meet diversified customer needs, thereby aiming to establish a society that enjoys “safety, peace of mind, comfort and convenience.”

### (3) Strengthening overseas businesses

For overseas businesses, we will proactively adopt cutting-edge technologies and strengthen our business development in response to growing needs for safety and peace of mind, including business planning and product development targeted at overseas local markets and tailored to local needs, in addition to services for large-scale properties, while also executing M&A to secure a new foundation for growth. Furthermore, we will promote active local hiring and improve the quality of services in overseas operations by enhancing education and training.

### (4) Improving operating efficiency and quality

As part of efforts to address labor shortages resulting from the declining working population, we will promote operational efficiency through system investments to improve functionalities, thereby improving productivity, profitability, and service quality. At the same time, we will review operational processes and internal operational procedures to promote labor savings and cost reductions.

[English Translation]

### (5) Securing human resources that will increase competitiveness

The SECOM Group requires personnel to maintain its service provision system and improve service quality in its domestic businesses, as well as human resources with IT and global skills, to utilize cutting-edge technologies and expand overseas businesses. We will make progress in securing human resources and strengthening recruitment to support our business development even amid the declining working population. We will also accelerate organizational strategies to strengthen growing sectors, including the reallocation of human resources. In addition, we will maintain efforts to cultivate existing employees, provide education and training that improves their abilities to adapt to change, and create an environment that will serve as a foundation for each employee to make the most of their individuality, leading to prosperous and fulfilling work and private lives.

### (6) Strengthening compliance and governance systems

In promoting the efforts described above, securing and maintaining customer trust through compliance with laws and the spirit of the law is one of the most important management issues for the SECOM Group, which aims to provide “safety and peace of mind.” The SECOM Group is making efforts to further strengthen its compliance system based on SECOM’s Philosophy, which has been cultivated as the basic approach, ideal form, and guiding principle for our employees and organization. We will also continue to strengthen our governance structure to create a company that continues to be chosen by our stakeholders.

We look forward to the support from our shareholders in these and all of our endeavors.

## 3. Capital Expenditures

Capital expenditures for the current fiscal year totaled YEN 97.2 billion (a breakdown is given below). A major portion was for system investments (including those for security equipment and control stations) etc. in the security services segment, which totaled YEN 61.2 billion.

(Millions of Yen)	
Business segment	Amount
Security services	61,258
Fire protection services	7,473
Medical services	3,374
Insurance services	2,243
Geospatial information services	2,236
BPO and ICT services	17,153
Other services	3,450
Subtotal	97,190
Eliminations and corporate items	17
Total	97,207

[English Translation]

## 4. Fund Raising

During the current fiscal year, no funds were raised by the Group in capital markets through the issuance of corporate bonds or new shares.

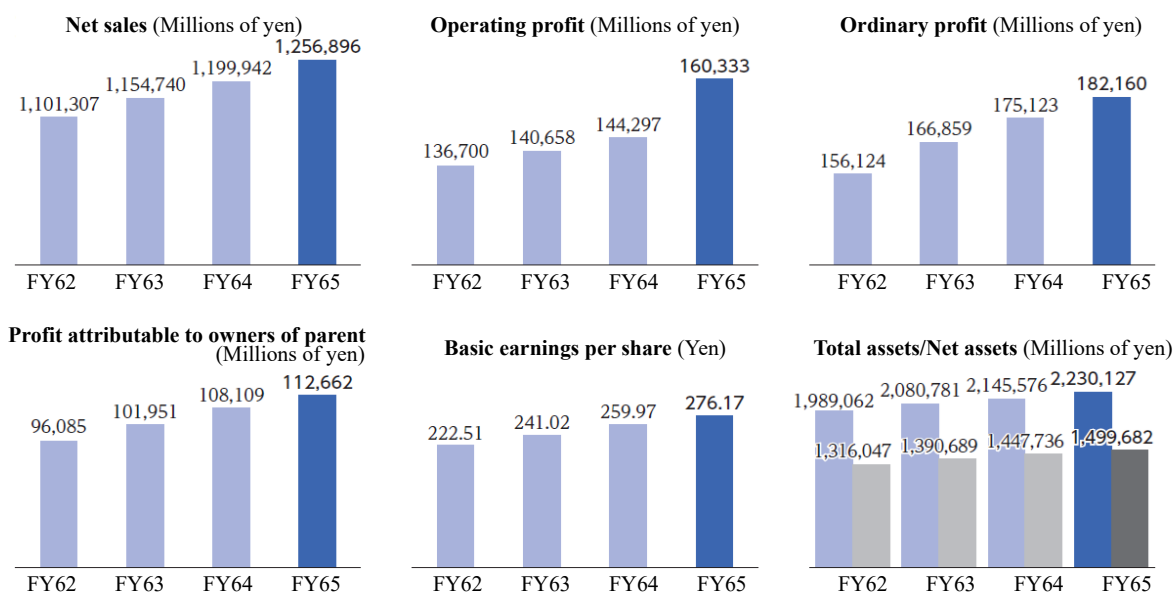
## 5. Trends in Earnings and Assets of the Group

(Millions of Yen except for net income per share)

Fiscal years Category	62nd fiscal year (4/1/2022– 3/31/2023)	63rd fiscal year (4/1/2023– 3/31/2024)	64th fiscal year (4/1/2024– 3/31/2025)	65th fiscal year (current fiscal year) (4/1/2025– 3/31/2026)
Net sales	1,101,307	1,154,740	1,199,942	1,256,896
Operating profit	136,700	140,658	144,297	160,333
Ordinary profit	156,124	166,859	175,123	182,160
Profit attributable to owners of parent	96,085	101,951	108,109	112,662
Basic earnings per share (Yen)	222.51	241.02	259.97	276.17
Rate of return on equity	8.4%	8.5%	8.7%	8.7%
Total assets	1,989,062	2,080,781	2,145,576	2,230,127
Net assets	1,316,047	1,390,689	1,447,736	1,499,682

(Note)

The Company implemented a two-for-one stock split of the Company's common shares with the effective date of October 1, 2024. Accordingly, basic earnings per share is calculated on the assumption that the stock split was implemented at the beginning of the 62nd fiscal year.



[English Translation]

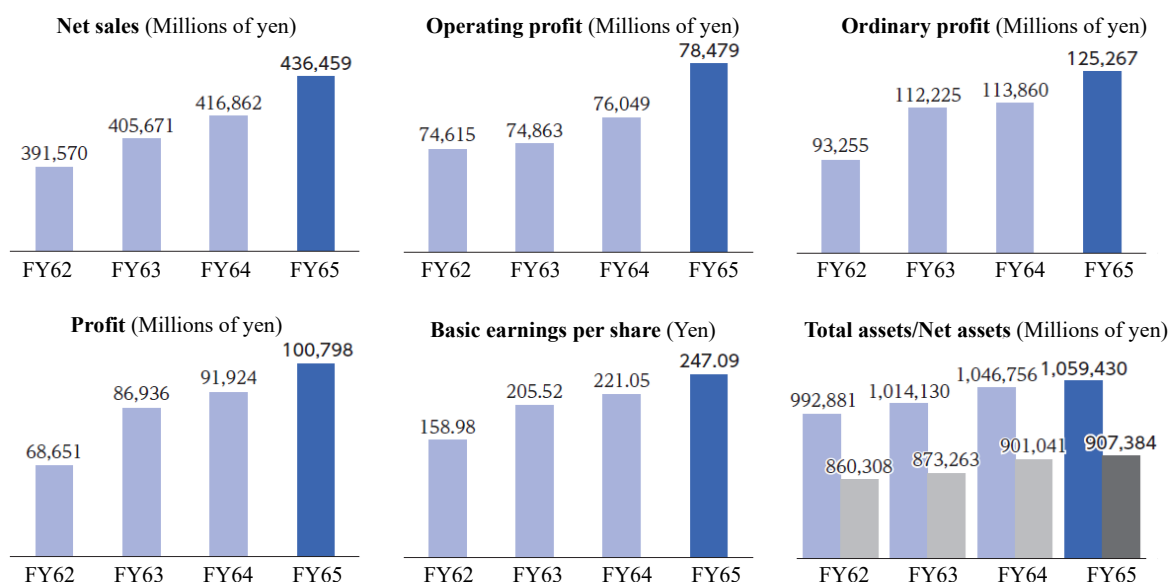
## 6. Trends in Earnings and Assets of the Company

(Millions of Yen except for net income per share)

Fiscal years Category	62nd fiscal year (4/1/2022– 3/31/2023)	63rd fiscal year (4/1/2023– 3/31/2024)	64th fiscal year (4/1/2024– 3/31/2025)	65th fiscal year (current fiscal year) (4/1/2025– 3/31/2026)
Net sales	391,570	405,671	416,862	436,459
Operating profit	74,615	74,863	76,049	78,479
Ordinary profit	93,255	112,225	113,860	125,267
Profit	68,651	86,936	91,924	100,798
Basic earnings per share (Yen)	158.98	205.52	221.05	247.09
Rate of return on equity	8.0%	10.0%	10.4%	11.1%
Total assets	992,881	1,014,130	1,046,756	1,059,430
Net assets	860,308	873,263	901,041	907,384

(Note)

The Company implemented a two-for-one stock split of the Company's common shares, with the effective date of October 1, 2024. Accordingly, basic earnings per share is calculated on the assumption that the stock split was implemented at the beginning of the 62nd fiscal year.



[English Translation]

## 7. Matters Concerning Principal Subsidiaries

(As of March 31, 2026)

Company name	Issued capital	Percentage of ownership (Percentage of voting rights)	Principal business activities
Secom Joshinetsu Co., Ltd.	(Millions of Yen) 3,530	(%) 100.00 (100.00)	Security and safety services
Asahi Security Co., Ltd.	(Millions of Yen) 100	(%) 100.00 (100.00)	Cash collection and delivery services
Nohmi Bosai Ltd.	(Millions of Yen) 13,302	(%) 50.36 (51.98)	Comprehensive fire protection services
Nittan Co., Ltd.	(Millions of Yen) 2,302	(%) 100.00 (100.00)	Comprehensive fire protection services
Secom Medical System Co., Ltd.	(Millions of Yen) 100	(%) 100.00 (100.00)	Home medical services and remote image diagnosis support services
Secom General Insurance Co., Ltd.	(Millions of Yen) 16,808	(%) 97.25 (97.96)	Non-life insurance
Pasco Corporation	(Millions of Yen) 8,758	(%) 75.00 (75.00)	Surveying, measuring and geospatial information system services
Secom Trust Systems Co., Ltd.	(Millions of Yen) 1,468	(%) 100.00 (100.00)	Information security services and software development
At Tokyo Corporation	(Millions of Yen) 13,378	(%) 50.88 (50.88)	Data center business
TMJ, Inc.	(Millions of Yen) 100	(%) 100.00 (100.00)	BPO business including contact center business
The Westec Security Group, Inc.	(US\$) 301	(%) 100.00 (100.00)	Holding company in the U.S.
Secom Plc	(Thousands of UK Pounds) 44,126	(%) 100.00 (100.00)	Security business in the U.K.
Takshasila Hospitals Operating Pvt. Ltd.	(Millions of Rupees) 7,176	(%) 60.00 (60.00)	General hospital operating company in India

[English Translation]

Secom Medical System (Singapore) Pte. Ltd.	(Thousands of Singapore Dollars)  142,098	(%)  100.00 (100.00)	Holding company in Singapore
---	--	-------------------------------	------------------------------

(Notes)

1. The percentages of ownership (percentages of voting rights) are truncated to two decimal places.
2. The percentages of ownership (percentages of voting rights) for Nohmi Bosai Ltd., Takshasila Hospitals Operating Pvt. Ltd. and Secom Medical System (Singapore) Pte. Ltd. include those indirectly owned by the Company.

## 8. Principal Business of the Group

The Group consists of the Company, 148 consolidated subsidiaries and 17 affiliated companies accounted for under the equity method. The principal business activities of the Group are as follows: Security Services centering on contracted security services; Fire Protection Services centering on comprehensive fire protection services; Medical Services focusing on home medical services and management of residences for seniors; Insurance Services consisting mainly of non-life insurance; Geospatial Information Services that mainly entails the provision of surveying and measuring operations; BPO and ICT Services centering on information security services, large-scale anti-disaster operations, data center and BPO business; and Other Services centering on real estate leasing and construction and installation services and other services.

## 9. Principal Offices of the Group

(i) Headquarters of the Company:

5-1, Jingumae 1-chome, Shibuya-ku, Tokyo

(ii) Regional Headquarters:

Hokkaido (Sapporo City), Tohoku (Sendai City), West Kanto (Saitama City), East Kanto (Chiba City), Tokyo (Minato-ku, Tokyo), Metropolitan Static Guard Service (Shibuya-ku, Tokyo), Metropolitan Armored Car Service (Shibuya-ku, Tokyo), Kanagawa (Yokohama City), Shizuoka (Shizuoka City), Chubu (Nagoya City), Kinki (Kyoto City), Osaka (Osaka City), Hyogo (Kobe City), Chugoku (Hiroshima City), Shikoku (Takamatsu City), Kyushu (Fukuoka City).

(iii) Domestic Subsidiaries:

Secom Joshinetsu Co., Ltd. (Niigata City), Asahi Security Co., Ltd. (Minato-ku, Tokyo), Nohmi Bosai Ltd. (Chiyoda-ku, Tokyo), Nittan Co., Ltd. (Shibuya-ku, Tokyo), Secom Medical System Co., Ltd. (Shibuya-ku, Tokyo), Secom General Insurance Co., Ltd. (Chiyoda-ku, Tokyo), Pasco Corporation (Meguro-ku, Tokyo), Secom Trust Systems Co., Ltd. (Shinjuku-ku, Tokyo), At Tokyo Corporation (Koto-ku, Tokyo), TMJ, Inc. (Shinjuku-ku, Tokyo), Arai & Co., Ltd. (Shibuya-ku, Tokyo).

[English Translation]

(iv) Overseas Subsidiaries:

The Westec Security Group, Inc. (Dover, Delaware, USA), Secom Plc (Kenley, Surrey, UK), Secom (China) Co., Ltd. (Beijing, China), Takshasila Hospitals Operating Pvt. Ltd. (Bengaluru, Karnataka, India), Secom Medical System (Singapore) Pte. Ltd. (Singapore).

## 10. Matters Concerning Employees of the Group and the Company

### (1) Matters Concerning Employees of the Group

Number of employees	Increase from the end of the previous fiscal year
65,094	439

### (2) Matters Concerning Employees of the Company

Number of employees	Increase from the end of the previous fiscal year	Average age	Average years of service
15,991	317	44.5	18.0

(Note)

The number of employees refers to the number of full-time employees.

## 11. Principal Lenders

(Millions of Yen)

Lenders	Balance
Mizuho Bank, Ltd.	9,381
MUFG Bank, Ltd.	8,893
Resona Bank, Ltd.	2,871
Sumitomo Mitsui Banking Corp.	2,467

## 12. Other Important Matters Concerning the Group

There are no applicable matters.

[English Translation]

## II. Matters Concerning the Company's Shares and Shareholders

- 1. Total Number of Shares to be Issued:** 1,800,000,000
- 2. Total Number of Issued Shares:** 466,599,796  
(including 62,138,647 shares of treasury stock held by the Company)
- 3. Number of Shareholders at the End of the Fiscal Year:** 41,526
- 4. Number of Shares Constituting a Unit of Shares:** 100 shares
- 5. Major Shareholders (Top 10)**

Name of Shareholders	Number of shares held (Thousands of Shares)	Percentage of ownership (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	85,785	21.20
Custody Bank of Japan, Ltd. (Trust Account)	35,876	8.87
JP MORGAN CHASE BANK 380055	18,577	4.59
The Master Trust Bank of Japan, Ltd. (Retail Trust Account 820079272)	13,481	3.33
Secom Science and Technology Foundation	8,050	1.99
STATE STREET BANK AND TRUST COMPANY 505001	6,920	1.71
JP MORGAN CHASE BANK 385781	5,910	1.46
GOVERNMENT OF NORWAY	4,748	1.17
HSBC HONG KONG – TREASURY SERVICES A/C/ASIAN EQUITIES DERIVATIVES	4,606	1.13
THE CHASE MANHATTAN BANK, N.A. LONDONSECS LENDING OMNIBUS ACCOUNT	4,576	1.13

(Note)

Although the Company holds treasury stock of 62,138,647 shares, it is not included in the table above. The percentage of ownership is calculated on the basis of the total number of shares outstanding excluding treasury stock. The percentage of ownership is truncated to two decimal places.

[English Translation]

**6. Shares Granted to Officers of the Company for Their Business Execution during Current Fiscal Year**

	Number of shares	Number of Grantees
Directors (excluding Outside Directors)	13,101	6

[English Translation]

### III. Directors and Audit & Supervisory Board Members

#### 1. Names and Titles of Directors and Audit & Supervisory Board Members

(As of March 31, 2026)

Position	Name	Field of responsibility and important position of other organization concurrently assumed
President and Representative Director	Yasuyuki Yoshida	Executive Officer
Senior Executive Director	Tatsuro Fuse	Executive Officer (Assistant to the President, Head of Corporate Communication & Marketing Division) Chairman and Director, Secom Medical System Co., Ltd.
Executive Director	Yoshinori Yamanaka	Executive Officer (Head of Sales Division and Sales Division 1)
Executive Director	Seiya Nagao	Executive Officer (Head of Finance Division)
Director	Takashi Nakada	Executive Officer (in charge of planning administration, group companies supervisor and risk control)
Director	Makoto Inaba	Executive Officer (Head of Operations Division) Chairman and Director, Senon Ltd.
Director	Hajime Watanabe	Chairman and Representative Director of Watanabe Pipe Co., Ltd.
Director	Miri Hara	Representative Certified Public Tax Accountant of Tax Corporation Yokohama Benten Accounting, Inc. Outside Director, Nippon Sanso Holdings Corporation
Director	Kosuke Matsuzaki	Representative Director, President and CEO, MAFTEC Co., Ltd. (formerly MAFTEC Group Co., Ltd.)
Director	Yukari Suzuki	Outside Director, Tokyo Electron Ltd.

[English Translation]

Position	Name	Field of responsibility and important position of other organization concurrently assumed
Audit & Supervisory Board Member	Takayuki Ito	Full-time Audit & Supervisory Board Member
Audit & Supervisory Board Member	Yasuhiro Tsuji	Full-time Audit & Supervisory Board Member
Audit & Supervisory Board Member	Hideki Kato	
Audit & Supervisory Board Member	Makoto Yasuda	President and Representative Director of Yasuda Makoto & Co., Ltd.
Audit & Supervisory Board Member	Setsuo Tanaka	President and Representative Director of Public Interest Incorporated Foundation Japan Police Scholarship Association Representative Director and Chairman of Public Interest Incorporated Foundation Japan Police Support Association

(Notes)

1. Mr. Hajime Watanabe, Ms. Miri Hara, Mr. Kosuke Matsuzaki and Ms. Yukari Suzuki are Outside Directors as stipulated in Article 2, Item 15 of the Companies Act.
2. Messrs. Hideki Kato, Makoto Yasuda and Setsuo Tanaka are Outside Audit & Supervisory Board Members as stipulated in Article 2, Item 16 of the Companies Act.
3. The Audit & Supervisory Board Member, Mr. Takayuki Ito has long-term experience working at a financial institution and has considerable knowledge of finance and accounting matters.
4. There are no particular interests between the Company and the other corporations or organizations at which Outside Director Mr. Hajime Watanabe, Ms. Miri Hara, Mr. Kosuke Matsuzaki and Ms. Yukari Suzuki concurrently hold positions.
5. There are no particular interests between the Company and the other corporations or organizations at which Outside Audit & Supervisory Board Member, Mr. Makoto Yasuda concurrently holds positions.
6. The Company makes donations to two foundations at which Outside Audit & Supervisory Board Member Mr. Setsuo Tanaka concurrently holds positions. However, the amount of each donation is less than 10 million yen, and both foundations are certified as specified public interest promotion corporations that significantly contribute to the promotion of public interest. Therefore, there is no concern that the independence of the two foundations or Mr. Tanaka from the Company would be questioned, or that a conflict of interest with general shareholders would arise.
7. The designation of Mr. Hajime Watanabe, Ms. Miri Hara, Mr. Kosuke Matsuzaki and Ms. Yukari Suzuki as Independent Officers has been filed with Tokyo Stock Exchange, Inc.
8. The designation of Messrs. Hideki Kato, Makoto Yasuda and Setsuo Tanaka as Independent Officers has been filed with Tokyo Stock Exchange, Inc.
9. Changes in Directors during the current fiscal year

[English Translation]

Mr. Takaharu Hirose, an Outside Director, retired effective at the conclusion of the 64th Ordinary General Meeting of Shareholders held on June 26, 2025.

〈Reference〉

Executive Officers who are not Directors are as follows:

(As of May 1, 2026)

Title	Name
Managing Executive Officer	Tatsuya Izumida, Osamu Ueda, Yoichi Sugimoto, Osamu Nagai
Executive Officer	Yasufumi Kuwahara, Noriyuki Fukuoka, Takeshi Akagi, Noriyuki Uematsu, Atsushi Komatsu, Takehiko Senda, Toshinori Sugimoto, Satoshi Takizawa, Izumi Sawamoto, Akira Kubota, Masahiko Naito, Shinji Kiren, Minoru Takezawa, Yasunori Terai, Hiroaki Ibumi, Sadao Tanaka, Yuji Mesaki, Yoichi Sudo, Katsutoshi Nishikawa, Shinji Nishikino, Kiyoshi Hine, Hiromichi Matsui, Atsushi Dono

(Notes)

1. Managing Executive Officer Sumiyuki Fukumitsu retired on June 20, 2025.
2. Managing Executive Officer Sadahiro Sato retired on June 26, 2025.
3. Messrs. Katsutoshi Nishikawa, Shinji Nishikino, Kiyoshi Hine, and Hiromichi Matsui were appointed Executive Officers on June 26, 2025.
4. Mr. Atsushi Dono was appointed Executive Officer effective July 7, 2025.

## **2. Description of the Agreement Limiting Liabilities**

The Company has entered into an agreement with each of the Directors (excluding executive directors, etc.) and each of the Audit & Supervisory Board Members to limit their liabilities as prescribed by Article 423, Paragraph 1 of the Companies Act, pursuant to Article 427, Paragraph 1 of the Companies Act.

The maximum amount of the liabilities under this agreement is equal to the lowest amount of liabilities stipulated in Article 425, Paragraph 1 of the Companies Act.

## **3. Description of the Officers' Liability Insurance Contract**

The Company has entered into an officers' liability insurance contract prescribed in Article 430-3, Paragraph 1 of the Companies Act with an insurance company to compensate the insured persons for any damage that they may incur when a claim for damages is made against them, including damages and litigation costs.

The insured persons of this insurance contract are main business executives of the Company, including Directors, Audit & Supervisory Board Members, and Executive Officers.

However, if the insurance policy provides for a deductible amount and does not cover damage that does not reach the deductible amount, or if certain exemptions apply, such as when an act is committed with the knowledge that it violates laws and regulations, the insurance policy shall not cover the damage to ensure that the appropriateness of the performance of duties by directors and officers is not impaired.

The insurance premiums are paid by the Company, including those for special clauses such as the special clause on indemnity for shareholder representative lawsuits, and the insured does not bear the actual cost of the premiums.

#### 4. Remuneration of Directors and Audit & Supervisory Board Members

	Total amount of remuneration etc. (Millions of Yen)	Breakdown of total amount of remuneration etc. (Millions of Yen)				No. of entitled officers
		Basic remuneration	Performance-based remuneration		Non-pecuniary remuneration	
		Fixed	Stock option	Bonus	Restricted stock	
Directors (excluding Outside Directors)	347	222	-	57	67	6
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	52	52	-	-	-	2
Outside Directors	51	51	-	-	-	5
Outside Audit & Supervisory Board Members	34	34	-	-	-	3
Total	484	359	-	57	67	16

(Notes)

The remuneration described above is in accordance with the policy for determining the content of individual remuneration for Directors, which was established in advance by the Board of Directors. For details of each, please refer to “5. Policy for Determining the Amount of Remuneration of Directors and Audit & Supervisory Board Members.”

With regard to the above performance-based remuneration, the target of consolidated operating profit for the fiscal year under review was 150,000 million yen, and the actual result was 160,333 million yen.

#### 5. Policy for Determining the Amount of Remuneration of Directors and Audit & Supervisory Board Members

##### (1) Remuneration of Directors

The Company has established a policy for determining the content of remuneration of individual Directors (hereinafter referred to as the “Determination Policy”), and its outline is as follows:

The remuneration of Directors shall consist of pecuniary remuneration (fixed monthly remuneration and bonus) and share-based remuneration. Outside Directors shall be entitled only to fixed monthly remuneration. In the case of a death of an incumbent Director of the Company excluding Outside Directors (hereinafter, “Subject Directors”), officer condolence money shall be paid to the bereaved family of the deceased Subject Director in accordance with the Regulations on the Provision of Officer Condolence Money established by the resolution of the Board of Directors subject to the approval of the General Meeting of Shareholders.

Regarding pecuniary remuneration (fixed monthly remuneration and bonus), it was resolved at the 44th Ordinary General Meeting of Shareholders held on June 29, 2005 that the total amount shall not exceed 600 million yen per year (the number of Directors pertaining to the resolution was eleven (11)). Based on a resolution at the Ordinary General Meeting of Shareholders, the

[English Translation]

Nomination and Compensation Committee, with the authorization of the Board of Directors, determines the monetary compensation of each director within this upper limit. Additionally, with regard to the share-based remuneration to be paid to Subject Directors, it was resolved at the 60th Ordinary General Meeting of Shareholders held on June 25, 2021 that (a) the total amount of monetary claims to be provided to grant restricted stock shall not exceed 100 million yen per year, which is separate from pecuniary remuneration, and that the number of common stock shares to be issued or disposed as restricted stock shall not exceed 20,000 shares per year (Note: the number of Subject Directors pertaining to this resolution was seven (7)); (b) the Non-transferable period shall be the period from the date on which the Subject Director receives the issuance or disposition of the common stock shares of the Company (hereinafter the “Grant Date”) until the day on which the Subject Director resigns or retires from the office and ceases to be any of Director, Executive Officer, Audit & Supervisory Board Member, and employee of the Company (hereinafter the “Directors, etc.”) (including resignation or retirement due to death, hereinafter the “Retirement, etc.”); (c) upon the expiration of the Non-transferable Period, the Company shall acquire all such common stock shares held by such Subject Director free of charge as a matter of course unless the Retirement, etc. of a Subject Director from the office of Director, etc. is determined by the Board of Directors of the Company to be due to a reasonable cause, such as expiration of the term of office, mandatory retirement due to age, or death; and (d) upon the expiration of the Non-transferable Period, notwithstanding the determination by the Board of Directors that the Retirement, etc. of a Subject Director from the office of Director, etc. is due to a reasonable cause, such as expiration of the term of office, mandatory retirement due to age, or death, if the Retirement, etc. occurs before the close of the first Ordinary General Meeting of Shareholders held after the Grant Date, except for a certain number of such common stock shares determined in accordance with the reasonable standard set out in advance by the Board of Directors of the Company among such common stock shares held by such a Subject Director, the Company shall acquire the rest of such common stock shares held by such Subject Director free of charge as a matter of course. Based on this resolution of the General Meeting of Shareholders, the Board of Directors, based on the result of deliberation by the Nomination and Compensation Committee, shall determine the share-based remuneration of each director within the limit of the maximum amount and number mentioned in (a) above.

The amount of fixed monthly remuneration (pecuniary remuneration) of each director and the amount of share-based remuneration (the amount of monetary claims provided to grant restricted stock) of each Subject Director shall be determined in comprehensive consideration of the job responsibility and the number of years of office of each Subject Director as well as the financial performance of the Company. The amount of bonus of each Subject Director shall be determined with comprehensive consideration given to degree of achievement of consolidated operating profit, earnings per share (EPS) and employee engagement (employee satisfaction), which are key management

[English Translation]

targets, among other factors.

The relative proportion of fixed monthly remuneration, bonus, and share-based remuneration in the total amount of remuneration of each Subject Director shall be roughly 65:15:20. Fixed monthly remuneration is paid every month. Bonus for each fiscal year is paid in July of the following fiscal year. Share-based remuneration for each fiscal year is paid in July of the same year subject to the Non-transferable Period above.

As the remuneration of each Director for the current fiscal year has been determined in accordance with the procedure outlined above, the Board of Directors has determined that the contents of the remuneration are in line with the Determination Policy.

To strengthen the independence and objectivity of the functions and the accountability of the Board of Directors concerning the nomination and remuneration of Directors, the Company has established a Nomination and Compensation Committee. The Committee drafts and submits a proposal on the election and removal of Directors to the Board of Directors and determines individual pecuniary remuneration for Directors and, after deliberating on share-based remuneration, reports its recommendations to the Board of Directors. The Nomination and Compensation Committee for the current fiscal year consisted of the following five (5) members in total (including three (3) Outside Directors): Takaharu Hirose (Chairperson, Outside Director), Yasuyuki Yoshida (President and Representative Director), Tatsuro Fuse (Senior Executive Director), Hajime Watanabe (Outside Director), and Miri Hara (Outside Director). However, Mr. Takaharu Hirose and Mr. Tatsuro Fuse retired as committee members on June 26, 2025, and Mr. Hajime Watanabe assumed the position of Chairman on the same date.

Note: Effective October 1, 2024, the Company implemented a two-for-one stock split. Accordingly, the total number of common shares to be issued or disposed of as restricted stock has been adjusted to a maximum of 40,000 shares per year.

## (2) Remuneration of Audit & Supervisory Board Members

The remuneration of Audit & Supervisory Board Members of the Company consists of pecuniary remuneration. It was resolved at the 63rd Ordinary General Meeting of Shareholders held on June 25, 2024 that the total amount of remuneration of Audit & Supervisory Board Members shall not exceed 90 million yen per year (the number of Audit & Supervisory Board Members pertaining to the resolution was five (5)). The amount of remuneration of each Audit & Supervisory Board Member shall be determined by consultation among Audit & Supervisory Board Members based on the job responsibility of each Audit & Supervisory Board Member within the limit of the maximum amount of such remuneration resolved at the General Meeting of Shareholders. No performance-based remuneration has been introduced as remuneration of Audit & Supervisory Board Members.

[English Translation]

## 6. Outside Directors and Outside Audit & Supervisory Board Members

Activities of Outside Directors and Outside Audit & Supervisory Board Members during the current fiscal year

Category	Name	Attendance of the Meetings of the Board of Directors	Attendance of the Meetings of the Audit & Supervisory Board	Main Activities
Outside Director	Hajime Watanabe	12 (out of 12)	-	He offered advice and recommendations at the meetings of the Board of Directors by making use of his extensive experience and insight gained from many years of involvement in corporate management. He also served as a member of the Nomination and Compensation Committee to participate in deliberations. Through these activities, he has performed the supervisory function adequately and has played an appropriate role as an Outside Director.
Outside Director	Miri Hara	12 (out of 12)	-	She offered advice and recommendations at the meetings of the Board of Directors by making use of her extensive experience and insight gained from her experience as a corporate officer and a tax accountant. She also served as a member of the Nomination and Compensation Committee to participate in deliberations. Through these activities, she has performed the supervisory function adequately and has played an appropriate role as an Outside Director.
Outside Director	Kosuke Matsuzaki	12 (out of 12)	-	He offered advice and recommendations at Board of Directors' meetings utilizing extensive experience and insight gained in management of major domestic and international corporations, and has adequately performed the supervisory function and played an appropriate role as an Outside Director.

[English Translation]

Category	Name	Attendance of the Meetings of the Board of Directors	Attendance of the Meetings of the Audit & Supervisory Board	Main Activities
Outside Director	Yukari Suzuki	12 (out of 12)	-	She offered advice and recommendations at Board of Directors' meetings utilizing extensive experience and insight gained as a Director of a global listed company, and has adequately performed the supervisory function and played an appropriate role as an Outside Director.
Outside Audit & Supervisory Board Member	Hideki Kato	11 (out of 12)	11 (out of 12)	He offered advice and suggestions at the meetings of the Board of Directors by making use of his experience in the execution of national policies and insight gained through many accomplishments at a policy think tank. He also asked questions and stated opinions in order to clarify unclear issues.
Outside Audit & Supervisory Board Member	Makoto Yasuda	12 (out of 12)	12 (out of 12)	He offered advice and suggestions at the meetings of the Board of Directors by making use of his experience and insight gained through serving as a manager of a global enterprise. He also asked questions and stated opinions in order to clarify unclear issues.
Outside Audit & Supervisory Board Member	Setsuo Tanaka	12 (out of 12)	12 (out of 12)	He offered advice and suggestions at the meetings of the Board of Directors by making use of his experience and insight gained through his service in important positions in government. He also asked questions and stated opinions in order to clarify unclear issues.

[English Translation]

## IV. Accounting Auditor

### 1. Name of Accounting Auditor

KPMG AZSA LLC

### 2. Remuneration of Accounting Auditor

(Millions of Yen)

Category	Previous Fiscal Year		Current Fiscal Year	
	Audit certification work	Non-audit work	Audit certification work	Non-audit work
Company	221	120	214	63
Consolidated Subsidiaries	446	97	437	97
Total	668	218	652	160

(Notes)

1. Based on the audit contract between the Company and the Accounting Auditor, the remuneration paid to the auditor is not distinguished between that which relates to the audits under the Companies Act and that which relates to the audits under Financial Instruments and Exchange Act as they cannot be distinguished. Therefore, the amount given in the Company shown above is the combined total of these amounts.
2. Of the major subsidiaries of the Company, the Westec Security Group Inc. is audited by WEAVER AND TIDWELL LLP, Secom Plc is audited by Cooper Parry Group Limited, Takshasila Hospitals Operating Pvt. Ltd. is audited by BSR & Co. LLP and Secom Medical System (Singapore) Pte. Ltd. is audited by KPMG Services Pte. Ltd.

### 3. Consent to the Amount of Remuneration for Accounting Auditor

The Audit & Supervisory Board has given its consent under Article 399, Paragraph 1 of the Companies Act to the amount of remuneration for the Accounting Auditor after verifying whether the contents of the audit plan prepared by the Accounting Auditor, the status of performance of accounting audit duties, and the basis for calculating the remuneration estimate are appropriate.

### 4. Non-Audit Duties

The Company pays consideration to the Accounting Auditor for services as non-audit duties including financial due diligence work, etc. Consolidated subsidiaries pay consideration to the Accounting Auditor for services as non-audit duties, including verifying work for the status of preparedness on internal control system, in accordance with Auditing and Assurance Practice Committee Practical Guideline No 86, "Assurance Reports on Controls at a Service Organization."

### 5. Policy for Decision for Dismissal or Non-reappointment

When it is deemed that the Accounting Auditor has come to fall within the purview of Article 340, Paragraph 1 of the Companies Act, the Audit & Supervisory Board will hold Meeting of Audit & Supervisory Board Members,

[English Translation]

and, when all Audit & Supervisory Board Members have consented thereto, the Audit & Supervisory Board Member will take action for the dismissal of the subject Accounting Auditor or the subject firm of the Accounting Auditor. In such case, the Audit & Supervisory Board will make decision on appointment of a temporary Accounting Auditor or a substitute Accounting Auditor and will submit a proposal of the appointment of a substitute Accounting Auditor to the general meeting of shareholders convened for the first time after such decision. The Audit & Supervisory Board Member selected by the Audit & Supervisory Board will also report the reasons for the dismissal at the general meeting of shareholders.

Aside from the above, when there exists any situations from the view point of execution of duties and audit system, etc. where it is acknowledged that the Accounting Auditor is not fit to act as Accounting Auditor, the Audit & Supervisory Board will make decision on non-reappointment of the subject Accounting Auditor and appointment of a substitute Accounting Auditor, with a majority approval, and will submit a proposal to the general meeting of shareholders.

## Consolidated Balance Sheet

(As of March 31, 2026)

(Millions of Yen)

ITEM	AMOUNT	ITEM	AMOUNT
<b><u>ASSETS</u></b>		<b><u>LIABILITIES</u></b>	
<b>Current assets:</b>	<b>981,653</b>	<b>Current liabilities:</b>	<b>405,391</b>
Cash and deposits	394,981	Notes and accounts payable - trade	48,858
Cash deposits for cash collection and deposit services	142,241	Short-term borrowings	28,742
Call loan	19,000	Current portion of bonds payable	271
Notes and accounts receivable - trade, and contract assets	180,925	Lease liabilities	5,147
Due from subscribers	50,135	Accounts payable - other	48,773
Securities	46,333	Income taxes payable	32,156
Lease receivables and investments in leases	45,228	Accrued consumption taxes	13,658
Merchandise and finished goods	21,710	Accrued expenses	12,038
Real estate for sale	4,276	Deposits received for cash collection and deposit services	125,386
Work in process	14,191	Deferred revenue	39,042
Raw materials and supplies	19,568	Provision for bonuses	22,822
Short-term loans receivable	2,453	Provision for bonuses for directors (and other officers)	89
Other	43,232	Provision for loss on construction contracts	1,561
Allowance for doubtful accounts	(2,623)	Other	26,844
<b>Non-current assets:</b>	<b>1,248,473</b>	<b>Non-current liabilities:</b>	<b>325,052</b>
<b>Property, plant and equipment</b>	<b>464,449</b>	Bonds payable	2,139
Buildings and structures	189,601	Long-term borrowings	9,648
Machinery, equipment and vehicles	12,080	Lease liabilities	22,555
Security equipment and control stations	92,161	Long-term guarantee deposits	24,300
Tools, furniture and fixtures	29,963	Deferred tax liabilities	27,800
Land	126,859	Provision for retirement benefits for directors (and other officers)	850
Construction in progress	13,783	Retirement benefit liability	22,294
<b>Intangible assets:</b>	<b>126,538</b>	Long-term deferred revenue	16,879
Software	24,342	Reserve for contract of insurance	192,954
Goodwill	56,051	Other	5,628
Other	46,144		
<b>Investments and other assets:</b>	<b>657,484</b>	<b>Total liabilities</b>	<b>730,444</b>
Investment securities	480,821	<b><u>NET ASSETS</u></b>	
Long-term loans receivable	19,055	<b>Shareholders' equity:</b>	<b>1,201,567</b>
Leasehold and guarantee deposits	22,417	Share capital	66,427
Long-term prepaid expenses	23,655	Capital surplus	69,628
Retirement benefit asset	84,775	Retained earnings	1,302,182
Deferred tax assets	20,641	Treasury shares	(236,671)
Other	15,027	<b>Accumulated other comprehensive income:</b>	<b>112,992</b>
Allowance for doubtful accounts	(8,908)	Valuation difference on available-for-sale securities	65,353
		Deferred gains or losses on hedges	20
		Foreign currency translation adjustment	35,805
		Remeasurements of defined benefit plans	11,813
		<b>Non-controlling interests:</b>	<b>185,122</b>
		<b>Total net assets</b>	<b>1,499,682</b>
<b>TOTAL ASSETS</b>	<b>2,230,127</b>	<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>2,230,127</b>

[English Translation]

## Consolidated Statement of Income

(Fiscal Year from April 1, 2025 to March 31, 2026)

(Millions of Yen)

ITEM	AMOUNT	
<b>Net sales</b>		<b>1,256,896</b>
Cost of sales	858,093	
<b>Gross profit</b>		<b>398,803</b>
Selling, general and administrative expenses	238,469	
<b>Operating profit</b>		<b>160,333</b>
<b>Non-operating income:</b>		
Interest income	3,931	
Dividend income	1,263	
Gain on sale of investment securities	264	
Share of profit of entities accounted for using equity method	9,351	
Gain on investments in investment partnerships	8,842	
Other	3,082	26,735
<b>Non-operating expenses:</b>		
Interest expenses	1,478	
Loss on sale of investment securities	64	
Loss on disposal of fixed assets	1,556	
Provision of allowance for doubtful accounts	245	
Other	1,563	4,907
<b>Ordinary profit</b>		<b>182,160</b>
<b>Extraordinary income:</b>		
Gain on sale of investment securities	577	
Gain on sale of non-current assets	185	
Other	30	793
<b>Extraordinary losses:</b>		
Impairment losses	1,491	
Business restructuring expenses	412	
Loss on abandonment of non-current assets	295	
Provision of reserve for price fluctuation	289	
Dismantlement expenses	273	
Loss on valuation of investment securities	38	2,877
Other	75	
<b>Profit before income taxes</b>		<b>180,076</b>
Income taxes - current	57,134	
Income taxes - deferred	(5,160)	51,974
<b>Profit</b>		<b>128,102</b>
Profit attributable to non-controlling interests		15,440
<b>Profit attributable to owners of parent</b>		<b>112,662</b>

[English Translation]

## Non-Consolidated Balance Sheet

(As of March 31, 2026)

(Millions of Yen)

ITEM	AMOUNT	ITEM	AMOUNT
<b><u>ASSETS</u></b>		<b><u>LIABILITIES</u></b>	
<b>Current assets:</b>	<b>252,319</b>	<b>Current liabilities:</b>	<b>117,914</b>
Cash and deposits	116,998	Accounts payable - trade	4,061
Cash deposits for cash collection and deposit services	33,972	Short-term borrowings	16,293
Notes receivable - trade	457	Lease liabilities	335
Due from subscribers	21,197	Accounts payable - other	18,145
Accounts receivable-trade, and contract assets	12,172	Accounts payable - facilities	5,307
Accounts receivable – other	5,147	Income taxes payable	13,638
Merchandise	9,488	Accrued consumption taxes	4,433
Supplies	2,513	Accrued expenses	1,045
Prepaid expenses	11,097	Deposits received for cash collection and deposit services	17,677
Short-term loans receivable	37,097	Deferred revenue	23,209
Other	2,227	Provision for bonuses	7,037
Allowance for doubtful accounts	(51)	Provision for bonuses for directors (and other officers)	56
		Allowance for loss on contracts	391
<b>Non-current assets:</b>	<b>807,111</b>	Provision for shareholder benefit program	285
<b>Property, plant and equipment</b>	<b>133,097</b>	Other	5,996
Buildings	18,867	<b>Non-current liabilities:</b>	<b>34,131</b>
Vehicles	567	Lease liabilities	3,064
Security equipment and control stations	84,141	Long-term guarantee deposits	15,907
Security devices	115	Long-term deferred revenue	7,532
Tools, furniture and fixtures	4,052	Deferred tax liabilities	7,326
Land	19,924	Provision for retirement benefits	109
Construction in progress	4,317	Other	191
Other	1,112	<b>Total liabilities</b>	<b>152,045</b>
<b>Intangible assets:</b>	<b>25,620</b>	<b><u>NET ASSETS</u></b>	
Software	10,069	<b>Shareholders' equity:</b>	<b>887,985</b>
Other	15,551	<b>Share capital</b>	<b>66,427</b>
<b>Investments and other assets:</b>	<b>648,392</b>	<b>Capital surplus:</b>	<b>89,923</b>
Investment securities	76,525	Legal capital surplus	83,103
Shares of subsidiaries and associates	468,935	Other capital surplus	6,819
Investments in capital of subsidiaries and associates	2,071	<b>Retained earnings:</b>	<b>968,306</b>
Long-term loans receivable	20,597	Legal retained earnings	9,028
Leasehold and guarantee deposits	7,613	Other retained earnings:	959,278
Long-term prepaid expenses	17,013	Reserve for system developments	800
Prepaid pension costs	47,185	General reserve	2,212
Insurance funds	288	Retained earnings brought forward	956,266
Other	8,816	<b>Treasury shares</b>	<b>(236,671)</b>
Allowance for doubtful accounts	(655)	<b>Valuation and translation adjustments:</b>	<b>19,398</b>
		<b>Valuation difference on available-for-sale securities</b>	<b>19,398</b>
		<b>Total net assets</b>	<b>907,384</b>
<b>TOTAL ASSETS</b>	<b>1,059,430</b>	<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>1,059,430</b>

[English Translation]

**Non-Consolidated Statement of Income**  
(Fiscal Year from April 1, 2025 to March 31, 2026)

(Millions of Yen)

ITEM	AMOUNT	
<b>Net sales</b>		<b>436,459</b>
Cost of sales	261,827	
<b>Gross profit</b>		<b>174,632</b>
Selling, general and administrative expenses	96,152	
<b>Operating profit</b>		<b>78,479</b>
<b>Non-operating income:</b>		
Interest income	1,428	
Dividend income	45,652	
Other	1,814	48,895
<b>Non-operating expenses:</b>		
Interest expenses	158	
Loss on disposal of fixed assets	1,304	
Other	645	2,108
<b>Ordinary profit</b>		<b>125,267</b>
<b>Extraordinary income:</b>		
Gain on sale of investment securities	77	77
<b>Extraordinary losses:</b>		
Compensation expenses	273	
Dismantlement expenses	232	
Provision of allowance for doubtful accounts	165	
Loss on valuation of investment securities	35	
Other	0	706
<b>Profit before income taxes</b>		<b>124,638</b>
Income taxes - current	22,647	
Income taxes - deferred	1,191	23,839
<b>Profit</b>		<b>100,798</b>

[English Translation]

## Accounting Auditor's Report (Consolidated)

### Independent Auditor's Report

May 20, 2026

To the Board of Directors of SECOM Co., Ltd.:

KPMG AZSA LLC  
Tokyo Office, Japan

Takashi Hasumi  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

Masato Nagai  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

Atsushi Ito  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

#### **Opinion**

We have audited the consolidated financial statements, which comprise the consolidated balance sheet, the consolidated statement of income, the consolidated statement of changes in net assets and the related notes of SECOM Co., Ltd. ("the Company") and its consolidated subsidiaries (collectively referred to as "the Group"), as at March 31, 2026 and for the year from April 1, 2025 to March 31, 2026 in accordance with Article 444-4 of the Companies Act.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the consolidated financial position and the results of operations of the Group for the period, for which the consolidated financial statements were prepared, in accordance with accounting principles generally accepted in Japan.

#### **Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the Group in accordance with the ethical requirements in Japan (including those that are relevant to our audit of the consolidated financial statements of public interest entities), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

[English Translation]

## **Other Information**

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## **Responsibilities of Management and Corporate Auditors and the Board of Corporate Auditors for the Consolidated Financial Statements**

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Group's financial reporting process.

## **Auditor's Responsibilities for the Audit of the Consolidated Financial Statements**

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of our audit in accordance with auditing standards generally accepted in Japan, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and

[English Translation]

appropriate to provide a basis for our opinion. The selection and application of audit procedures depends on the auditor's judgment.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the consolidated financial statements are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for the purpose of the group audit. We remain solely responsible for our audit opinion.

We communicate with corporate auditors and the board of corporate auditors regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide corporate auditors and the board of corporate auditors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

#### **Interest required to be disclosed by the Certified Public Accountants Act of Japan**

Our firm and its designated engagement partners do not have any interest in the Company and its subsidiaries which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

#### **Notes to the Reader of Independent Auditor's Report:**

The Independent Auditor's Report herein is the English translation of the Independent Auditor's Report as required by the Companies Act for the conveniences of the reader.

[English Translation]

## Accounting Auditor's Report (Non-Consolidated)

### Independent Auditor's Report

May 20, 2026

To the Board of Directors of SECOM Co., Ltd.:

KPMG AZSA LLC  
Tokyo Office, Japan

Takashi Hasumi  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

Masato Nagai  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

Atsushi Ito  
Designated Limited Liability Partner  
Engagement Partner  
Certified Public Accountant

#### **Opinion**

We have audited the financial statements, which comprise the balance sheet, the statement of income, the statement of changes in net assets and the related notes, and the accompanying supplementary schedules ("the financial statements and the accompanying supplementary schedules") of SECOM Co., Ltd. ("the Company") as at March 31, 2026 and for the year from April 1, 2025 to March 31, 2026 in accordance with Article 436-2-1 of the Companies Act.

In our opinion, the financial statements and the accompanying supplementary schedules referred to above present fairly, in all material respects, the financial position and the results of operations of the Company for the period, for which the financial statements and the accompanying supplementary schedules were prepared, in accordance with accounting principles generally accepted in Japan.

#### **Basis for Opinion**

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements and the Accompanying Supplementary Schedules* section of our report. We are independent of the Company in accordance with the ethical requirements in Japan (including those that are relevant to our audit of the financial statements of public interest entities), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We

[English Translation]

believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### **Other Information**

The other information comprises the business report and its supplementary schedules. Management is responsible for the preparation and presentation of the other information. Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the reporting process for the other information.

Our opinion on the financial statements and the accompanying supplementary schedules does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements and the accompanying supplementary schedules, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the accompanying supplementary schedules or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

### **Responsibilities of Management and Corporate Auditors and the Board of Corporate Auditors for the Financial Statements and the Accompanying Supplementary Schedules**

Management is responsible for the preparation and fair presentation of the financial statements and the accompanying supplementary schedules in accordance with accounting principles generally accepted in Japan, and for such internal control as management determines is necessary to enable the preparation of financial statements and the accompanying supplementary schedules that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements and the accompanying supplementary schedules, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern in accordance with accounting principles generally accepted in Japan.

Corporate auditors and the board of corporate auditors are responsible for overseeing the directors' performance of their duties with regard to the design, implementation and maintenance of the Company's financial reporting process.

### **Auditor's Responsibilities for the Audit of the Financial Statements and the Accompanying Supplementary Schedules**

Our objectives are to obtain reasonable assurance about whether the financial statements and the accompanying supplementary schedules as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements and the accompanying supplementary schedules.

As part of our audit in accordance with auditing standards generally accepted in Japan,

[English Translation]

we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements and the accompanying supplementary schedules, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The selection and application of audit procedures depends on the auditor's judgment.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, while the objective of the audit is not to express an opinion on the effectiveness of the Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements and the accompanying supplementary schedules or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate whether the presentation and disclosures in the financial statements and the accompanying supplementary schedules are in accordance with accounting standards generally accepted in Japan, the overall presentation, structure and content of the financial statements and the accompanying supplementary schedules, including the disclosures, and whether the financial statements and the accompanying supplementary schedules represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with corporate auditors and the board of corporate auditors regarding, among other matters, the planned scope and timing of the audit, significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide corporate auditors and the board of corporate auditors with a statement that we have complied with relevant ethical requirements regarding independence, and communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

#### **Interest required to be disclosed by the Certified Public Accountants Act of Japan**

Our firm and its designated engagement partners do not have any interest in the Company which is required to be disclosed pursuant to the provisions of the Certified Public Accountants Act of Japan.

#### **Notes to the Reader of Independent Auditor's Report:**

This is an English translation of the Independent Auditor's Report as required by the Companies Act of Japan for the conveniences of the reader.

[English Translation]

## Audit & Supervisory Board's Report

### Audit Report

Mr. Yasuyuki Yoshida  
President and Representative Director  
SECOM Co., Ltd.

May 20, 2026

Audit & Supervisory Board of  
SECOM Co., Ltd.

Takayuki Ito (Seal)  
Audit & Supervisory Board  
Member (Full-time)

Yasuhiro Tsuji (Seal)  
Audit & Supervisory Board  
Member (Full-time)

Hideki Kato (Seal)  
Outside Audit & Supervisory  
Board Member

Makoto Yasuda (Seal)  
Outside Audit & Supervisory  
Board Member

Setsuo Tanaka (Seal)  
Outside Audit & Supervisory  
Board Member

The Audit & Supervisory Board has received the audit reports of the performance of duties of the Directors during the 65th business term from April 1, 2025 through March 31, 2026 from each of the Audit & Supervisory Board Members. After deliberating such reports, we have prepared this Audit Report and report as follows:

#### 1. Method and Details of Audit Performed by Audit & Supervisory Board Members and the Audit & Supervisory Board

- (1) The Audit & Supervisory Board has established the audit policy and audit plan for the current fiscal year, received reports on the status and results of audits from each Audit & Supervisory Board Member, received reports on the status of execution of duties from Directors, etc. and the Accounting Auditor, and requested explanations when necessary.

[English Translation]

- (2) Each of the Audit & Supervisory Board Members, in accordance with the Audit & Supervisory Board audit standards determined by the Audit & Supervisory Board, and following the audit policy, audit plan, etc. worked to communicate with Directors, the internal audit division and other employees, etc., and along with making efforts to gather information and establish the audit environment, performed the audit using the following methods.
- (i) Each Audit & Supervisory Board Member attended the meetings of the Board of Directors and other important meetings, received reports from the Directors and other managers, etc. on their duties, requested explanations when necessary, inspected documents concerning matters such as important decisions, and investigated the conditions of the business and financial conditions at the head office and the principal offices. Also, each Audit & Supervisory Board Members worked to communicate and exchange information with Directors and Audit & Supervisory Board Members of subsidiaries, receiving reports from subsidiaries when necessary.
  - (ii) The Audit & Supervisory Board Members, on a regular basis, received reports from Directors and employees, etc. on the establishment and operation of the system (internal control system) based on the resolution of the Board of Directors as stipulated in Article 100, Paragraph 1 or Paragraph 3 of the Companies Act Enforcement Order to ensure the system under which the execution of duties by Directors is ensured to comply with laws and regulations and the Articles of Incorporation and to ensure the system under which the group of enterprises consisting of the Company and its subsidiaries is ensured to properly execute its business, both of which are on the Business Report, obtained explanation from them, and expressed opinions when necessary.
  - (iii) The Audit & Supervisory Board Members received reports from Directors, etc. and the Accounting Auditor on the status of discussions between them and the status of evaluation and audit of the internal control on financial reporting, and requested explanations as necessary.
  - (iv) In addition to monitoring and examining whether the Accounting Auditor maintained independence and performed auditing appropriately, the Audit & Supervisory Board Members received reports from the Accounting Auditor on the execution of their duties and requested explanations when necessary. The Audit & Supervisory Board received notice from the Accounting Auditor that “The systems for ensuring the proper execution of duties” (set forth in each Item of Article 131 of the Ordinance for Corporate Accounting) is organized in accordance with the “Standards for Quality Control of Audit” (Business Accounting Council) and other relevant standards, and sought explanations when necessary.

Based on the above methods, the Audit & Supervisory Board has considered the Business Report and its supplementary schedules, the financial statements (balance sheet, statement of income, statement of changes in net assets and related notes) and its supplementary schedules, and the consolidated financial statements (consolidated balance sheet, consolidated statement of income, consolidated statement of changes in net assets and related notes) for the current fiscal year.

## 2. Result of audit

### (1) Result of audit of business report etc.

- i) The Business Report and supplementary schedules fairly represent the condition of the Company in accordance with laws and regulations and the Articles of Incorporation of the Company.
- ii) We have determined that there were no serious occurrences of misconduct or violations of any laws or regulations or the Articles of Incorporation of the Company by any of the Directors in carrying out their duties.
- iii) We believe the contents of the resolution of the Board of Directors regarding the internal control system are appropriate. We found no matters to note regarding the execution of duties of Directors regarding the internal control system, as well as the internal control system regarding financial reporting.

### (2) Result of audit of financial statements and supplementary schedules

In our opinion, the audit procedures and audit results of the Accounting Auditor KPMG AZSA LLC are appropriate.

### (3) Result of audit of consolidated financial statements

In our opinion, the audit procedures and audit results of the Accounting Auditor KPMG AZSA LLC are appropriate.

### **Notes to the Reader of Audit Report:**

This is an English translation of the Audit Report as required by the Companies Act of Japan for the conveniences of the reader.

End